

ORAL ARGUMENT SCHEDULED FOR DECEMBER 11, 2018Consolidated Case Nos. 18-1063 & 18-1078

IN THE

**United States Court of Appeals
for the District of Columbia Circuit**

DUQUESNE UNIVERSITY OF THE HOLY SPIRIT,

Petitioner/Cross-Respondent,

v.

NATIONAL LABOR RELATIONS BOARD,

Respondent/Cross-Petitioner,

and

UNITED STEEL, PAPER AND FORESTRY, RUBBER, MANUFACTURING,
ALLIED-INDUSTRIAL AND SERVICE WORKERS INTERNATIONAL
UNION, AFL-CIO-CLC,

Intervenor for Respondent.

On Petition for Review of a Decision and Order of the National Labor Relations
Board and Cross-Application for Enforcement

JOINT APPENDIX—VOLUME III OF IV (JA645 to JA705)

STANLEY JOSEPH BROWN
IRA M. FEINBERG
HOGAN LOVELLS US LLP
875 Third Avenue
New York, NY 10022
(212) 918-3000

ELIZABETH HEANEY
HEATHER BEARD
NATIONAL LABOR RELATIONS BOARD
1015 Half Street, SE
Washington, DC 20570
(202) 273-1743

*Counsel for Petitioner/Cross-
Respondent*

*Counsel for Respondent/Cross-
Petitioner*

**Additional counsel on inside cover*

JOEL D. BUCKMAN
HOGAN LOVELLS US LLP
555 13th Street, NW
Washington, DC 20004
(202) 637-5600

AMY FOLSOM KETT
HOGAN LOVELLS US LLP
Park Place II, Ninth Floor
7930 Jones Branch Drive
McLean, VA 22102
(703) 610-6100

ARNOLD E. PERL
GLANKLER BROWN, PLLC
6000 Poplar Avenue
Suite 400
Memphis, TN 38119
(901) 525-1322

MADELYN A. REILLY
DUQUESNE UNIVERSITY
505 Old Main
600 Forbes Avenue
Pittsburgh, PA 15282
(412) 396-5181

*Counsel for Petitioner/Cross-
Respondent*

PETER B. ROBB
JOHN W. KYLE
LINDA DREEBEN
NATIONAL LABOR RELATIONS BOARD
1015 Half Street, SE
Washington, DC 20570
(202) 273-1743

*Counsel for Respondent/Cross-
Petitioner*

JAMES B. COPPESS
815 Sixteenth Street, NW
Washington, DC 20006
(202) 637-5337

AMANDA FISHER
NATHAN KILBERT
60 Boulevard of the Allies
Five Gateway Center
Room 807
Pittsburgh, PA 15219

Counsel for Intervenor for Respondent

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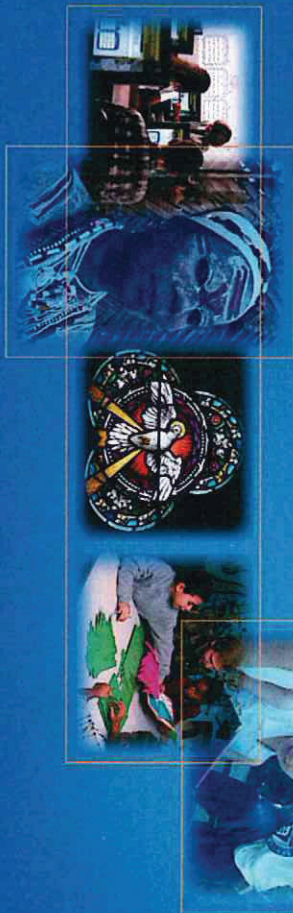
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A Catholic University in the Spiritian Tradition



The Spirit Who Gives Life.



JA645

ER31



The brochure features a blue background with a grid of six images at the top: a portrait of a Native American, a group of children, a group of people in a room, a stained glass window, a group of people outdoors, and a group of people in a room. Below the grid, the text 'Who We Are' is written in large, white, serif font. To the right of the text, a table of contents lists the following sections and page numbers:

Section	Page
Who We Are: An Introduction	1
The Spirit in Our Mission and Goals	2
The Spirit in Action	10

Below the table of contents, the text 'Who We Are' is repeated in a large, white, serif font. To the right of the text, the word 'Introduction' is written in a large, white, serif font. Below the word 'Introduction', the text 'Our University can be described in many ways. In recent years, Duquesne has been identified as one of the best values in higher education, while rising to become one of the top ten Catholic universities in the nation. The remarkable progress Duquesne has achieved over the span of 125 years might have astounded our founders, who began this great enterprise in rented rooms over a bakery in uptown Pittsburgh.

They were Catholic priests and brothers of the Congregation of the Holy Spirit known as the Spiritans founded in France in 1703. Driven out of Germany by the oppressive regime of Otto von Bismarck, these exiles chose their home in Pittsburgh, then the steel manufacturing capital of the world. The city was darkened by smoke in the day and lit by the fiery glow of the mills at night.

Duquesne's founders came not in spite of these conditions, but because of them. They came to serve the masses of immigrants who flooded the city in search of new life. The bishop of Pittsburgh prayed for a religious congregation to provide education for the city's uncounted children. His hopes were fulfilled in the Spiritans. The newcomers were joined by other Spiritans from Ireland, who brought with them an established reputation for educational excellence.

Our founders who toiled through those desperate days would probably not recognize our beautiful, bustling campus today or our sparkling, progressive city. Yet, at the heart of Duquesne they would discover something very familiar to them. The Spirit who answered the cry of the poor in 1878 is the same Spirit who gives life to the University today. We are more than buildings or people. We are more than honors and awards. We are a Catholic university in the Spiritan tradition.

At the bottom of the brochure, there is a photograph of three people: a man in a black turtleneck, a man in a black turtleneck with 'DUQUESNE' written on it, and a woman in a white turtleneck. To the right of the photograph, the text 'JA646' is written.

EXHIBIT NO. ER-31 RECEIVED ✓ REJECTED ✓CASE NO. 06-RC-080933 CASE NAME DuquesneNO. OF PAGES 8 DATE 5/15/14 REPORTER ECF

The Spirit in Our Mission and Goals

Spiritus est qui vivificat

"It is the Spirit who gives life"

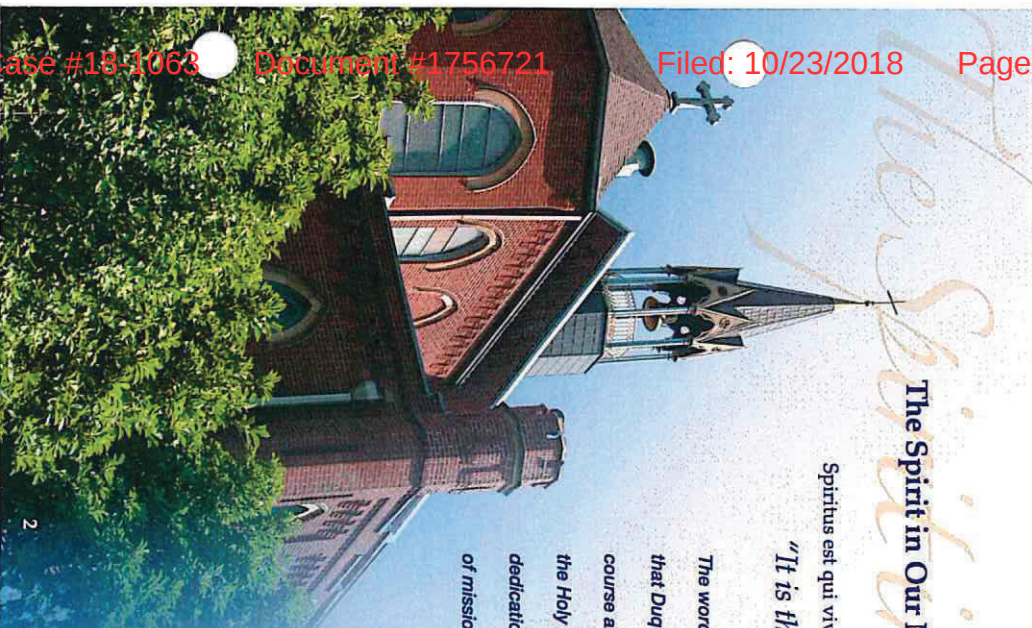


The words of our motto reflect our faith that Duquesne University is directed in its course and sustained in all its efforts by the Holy Spirit of God. We express this dedication to the Spirit in our statement of mission.

The Mission of Duquesne University

Duquesne University of the Holy Spirit is a Catholic University, founded by members of the Congregation of the Holy Spirit, the Spiritans, and sustained through a partnership of laity and religious. Duquesne serves God by serving students – through commitment to excellence in liberal and professional education, through profound concern for moral and spiritual values, through the maintenance of an ecumenical atmosphere open to diversity, and through service to the Church, the community, the nation, and the world.

Reflection on the movements of the Spirit through our past awakens us to the Spirit's presence in Duquesne University today and enlightens us to its guidance as we advance into the future. The Mission of Duquesne University reveals that our past, present and future are woven into the one continuous effort of advancing the Reign of God in the world through the liberation of humanity from everything that offends dignity and freedom. This value was eloquently expressed by Father Liebermann, an exceptional Spiritan leader, in his Spiritan Rule of Life of 1849 when he mandated that Spiritans must make themselves, "...the advocates, the supporters, and the defenders of the weak and the little ones against all who oppress them."

We move towards this ultimate purpose in different ways at different times, open to the Spirit as it reveals itself in the changing circumstances of contemporary society. The goals of Duquesne University determine the means through which our Mission becomes a lived reality. The Mission is embodied in the lives of our students, alumni, faculty, administrators and staff, whose pursuit of the goals of Duquesne transforms our own campus community and extends outwardly into the world.

Venerable Fr. Francis Liebermann, C.S.Sp.
Co-founder of the Spiritans

Academic Excellence

Education is understood as the primary purpose of every institution of higher learning. At Duquesne University, we view education not only as an end unto itself, but also as the most basic tool for human liberation. Duquesne's history reveals that many of our students were empowered through education to rise out of the difficult economic circumstances into which they were born. This tradition continues today, with approximately 75 percent of our students receiving financial aid. In turn, a Duquesne education equips students with the knowledge to become future leaders of a more just and compassionate society.

Students prepare for responsible leadership roles in society through a broad-based education in the liberal arts, the very heart and soul of the University. This liberal education enriches and ennobles all their professional training. As a Catholic and Spiritan University, we believe that all students should have every opportunity to encounter the rich and venerable Catholic intellectual, cultural and artistic tradition. To achieve this goal there is

a need to recruit competent teachers, scholars, and scientists, who support the University's mission and identity. Because Duquesne believes in the mutual enrichment of faith and reason, it seeks faculty who can promote a dialog between the two, while respecting the autonomy of every academic discipline.

To this end, our University supports a faculty who are distinguished by excellent teaching and significant scholarly accomplishments in their diverse fields of expertise. Duquesne's faculty engages in a variety of research, produces numerous works of scholarship, and contributes creatively to the arts. They are affirmed in their quest for knowledge as recipients of numerous grants and awards each year. Duquesne embraces academic freedom in the pursuit of knowledge as inseparable from the search for truth to which the Spirit calls us.

Moral and Spiritual Values

Although education is the key to achieving our Mission, the dissemination of knowledge is only the beginning. We proclaim our education not only to be one of the mind, but also one of the heart and soul. Therefore, Duquesne seeks truth and shares knowledge within a moral and spiritual framework. We manifest our freedom to explore values in all academic areas so that our future leaders will be distinguished not only by intellectual achievement and professional skills, but also by their ethical and spiritual sensitivity to the needs of society.

These graduates are prepared to face new ethical challenges that have emerged at the dawn of the 21st century. In addition to incorporating ethics education into each program of study, Duquesne houses the Beard Center for Leadership and Ethics as a resource for present and future professionals. Through speakers, seminars and other innovative

programs, students and corporate clients learn that sound ethical decisions are crucial for the success of our economic system and for personal and professional integrity. Duquesne University promotes the integration of personal and professional values through all of its educational initiatives – a sound strategy for helping to build a more responsible society.

Education is understood as the primary purpose of every institution of higher learning.

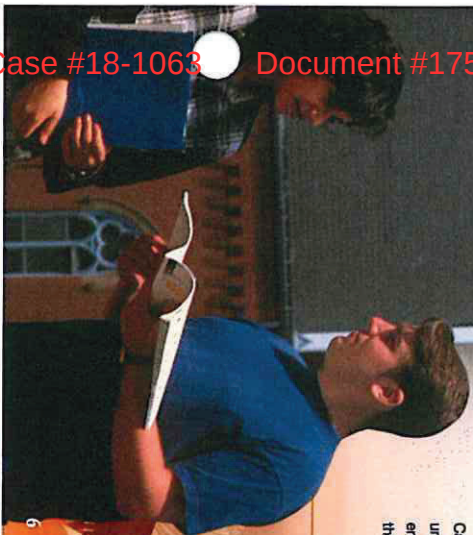


Ecumenical Atmosphere

An Ecumenical Atmosphere

While the environment of Duquesne invites participation in its spiritual life and Catholic traditions, we retain the openness of our Spiritan founders, whose rule calls for dialogue among people of different faiths and harmony among the many cultures of the world. Venerable Francis Liebermann, who revived the Congregation in the early 1850's, was unique among the religious leaders of his time for carefully instructing his missionaries not to disturb the cultural identity of the people whom they served.

There is virtually no religious tradition and no cultural background that is not present in some form on the campus of Duquesne University. As a Catholic university, Duquesne is called by the Spirit to welcome and partner with people of other religions. Their presence in our midst is the fulfillment of our Catholic identity... the word catholic literally means universal. We welcome the diversity they bring, enriching us all as intellectual sojourners who live by the Spirit and Mission of the University.

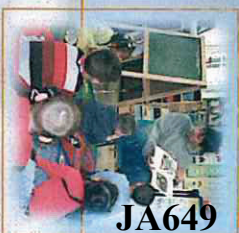
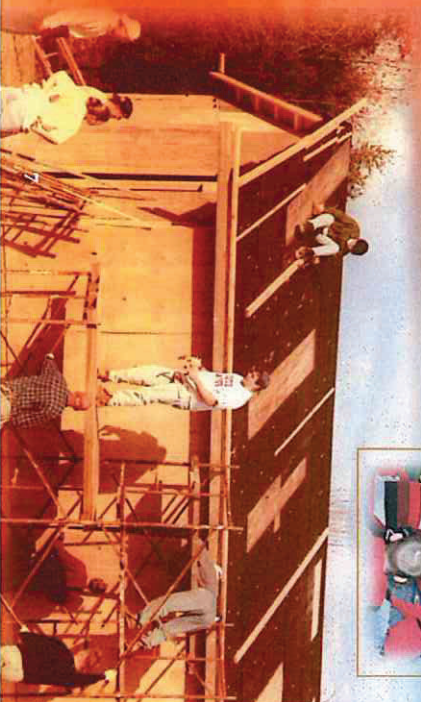


The Spirit of Service

The Spirit of Service

Our history shows that concern for the poor and marginalized was the primary inspiration for the foundation of Duquesne University. Service exists at the core of the University's Catholic and Spiritan identity. The spirit of service manifested in the life and actions of Jesus is incorporated into all our academic programs, and also manifests itself in a variety of extracurricular volunteer activities. The majority of our students as well as a large segment of our faculty and staff are involved in volunteer efforts, making Duquesne a leader among American universities in its commitment to service. Duquesne graduates distinguish themselves not only by sincere charity but also by a dedication to justice.

While instilling the spirit of service in our students, Duquesne continues in its commitment to the fulfillment of each student's individual potential. This is manifested in the Spiritan Division, a program that supports at-risk students with tutoring, counseling and financial assistance. Our openness to the Spirit leads us to respect the uniqueness of each person as made in the image and likeness of God.



JA649



World Concerns

World Concerns

Just as members of the Spiritan Congregation have responded to the needs of humanity through their service in 66 countries across five continents, members of our Duquesne community strive to maintain awareness of world concerns. The number of international students at Duquesne ranks among the highest of Catholic universities in the nation. The harmonious presence of diverse cultures makes the Duquesne community a reflection of the world unity to which we aspire.

Beyond campus, extensive study-abroad programs are enhanced by several unique affiliations with prestigious universities in Europe and Asia. Many of our volunteer opportunities also lead to service in missions around the globe. Students depart from Duquesne University with an understanding that their destiny is related to that of their community, their nation and their world.

The Mission Continues...

Duquesne graduates enter into the world as leaders prepared to carry the mission and goals of Duquesne University with them in their work, empowered to seek the liberation of humanity from injustice, poverty, ignorance and all that violates the dignity and freedom of the human person. In this way, we offer our service to students as service to God, in the development of responsible persons who will strive throughout their lives to advance the Reign of God in the world.

The harmonious presence of diverse cultures makes the Duquesne community a reflection of the world unity to which we aspire.





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The Spirit In Action

Although Duquesne University's tranquil campus exists high on a bluff, seemingly removed from the commotion and concerns of surrounding city streets, Duquesne students, encouraged by the leadership of faculty and staff, reach out to neighboring communities and our neighbors around the world. Volunteer opportunities abound in university-wide initiatives, Campus Ministry programs, academic internships and practicum experiences, as well as the uncounted service projects of our many student organizations.

Core Curriculum

The Core Curriculum is a series of courses within Duquesne's general curriculum that focus on values central to liberal education and to the Mission of the University. The purpose of the Core is threefold:

- To encourage students to develop intellectual breadth and flexibility;
- To develop a knowledge base from which further intellectual and professional growth may proceed;
- To cultivate the habit of lifelong learning.

The goals of the curriculum are to prepare students:

- To think critically and to develop strategies of problem solving, using different forms of analysis;
- To write and speak clearly;
- To learn about the diverse cultures of the world;
- To understand the complementary methods of the disciplines for the study of both new and enduring subjects;
- To raise and examine moral and ethical questions.

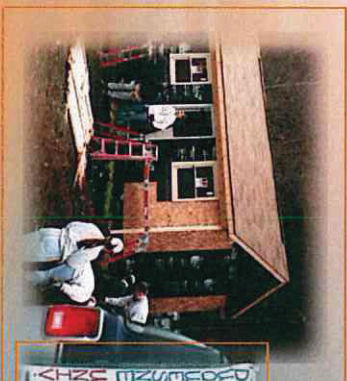


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Spiritian Campus Ministry

Duquesne University Spiritian Campus Ministry envisions a caring community of students and staff – both religious and lay – who provide a spiritual service that is central to the life of the University. Invitations to participate in spiritual expression exist in daily liturgical worship as well as other special events, unique prayer opportunities, various faith sharing groups for students, and programs designed especially for faculty and staff. The concept of "Campus Ministry" at Duquesne has developed into "ministry on campus – and beyond." This is evident in programs such as designated months for Hunger and Homelessness Awareness, as well as respect for the environment celebrated in Spring Clean-Up.

Beyond campus, new initiatives such as prison ministry supplement traditional mission trips to disadvantaged areas like Immokalee, Florida, where students confront the economic challenges faced by immigrant farm workers. Duquesne Spiritian Campus Ministry continues to develop programs and volunteer opportunities that deepen understanding of the universal call to work for justice and promote peace locally in our own communities and throughout the world.



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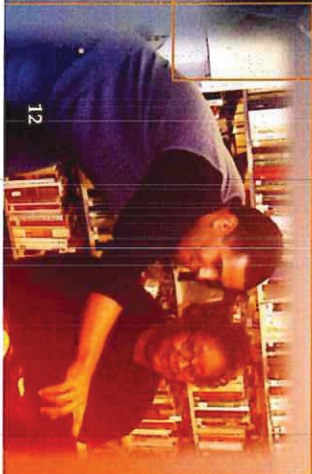


JA651

Volunteers

Duquesne University Volunteers - DUV

Duquesne University Volunteers (DUV) leads a large family of students and service organizations in their commitment to Duquesne University's spirit of service. DUV coordinates students, staff and faculty in dedicating tens of thousands of hours of volunteer service to hundreds of agencies each year. In addition to the gift of their time and good will, Duquesne University Volunteers also contributed thousands of dollars in funding along with collections of food, clothing, toys, educational supplies and sports equipment for those who are less fortunate.

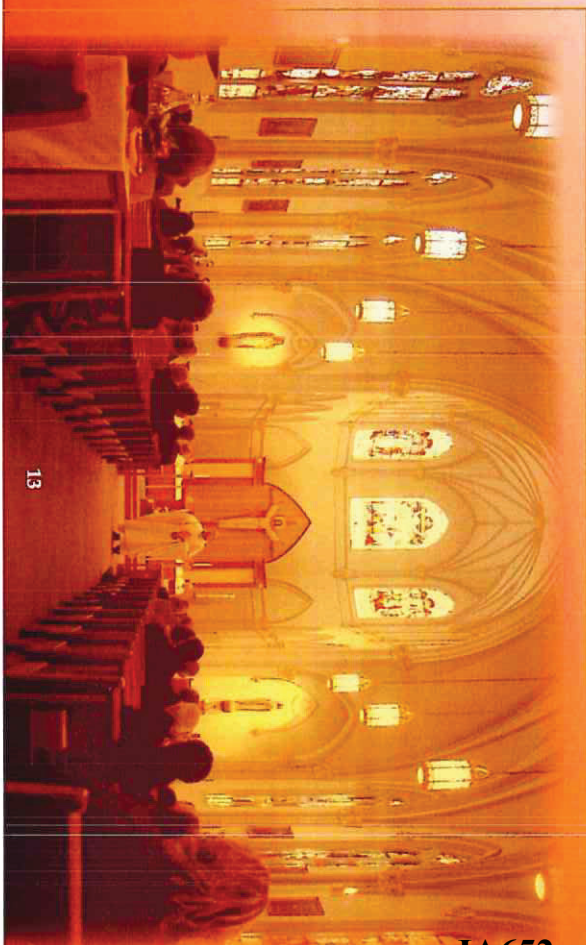


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Education for the Mind, Heart and Spirit

Our goals reveal that knowledge and professional skills, while crucial to the fulfillment of our Mission, are not the ultimate purpose of a Duquesne education. Education can be the point of entry into a lifetime of moral and spiritual growth as well as intellectual and professional success. Therefore, outreach efforts focused on service are an integral element in virtually all academic areas of the University.

The University's commitment to integrate excellent education with moral and spiritual values, openness to diversity and sensitivity for world concerns, translated into action through service, are evident throughout the University and its 10 schools. The lived mission of Duquesne attests to the fact that it is a Catholic University in the Spiritan tradition.



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CASE NO. _____ CASE NAME Duquesne

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DUQUESNE UNIVERSITY:

A Catholic University in the
Spiritan Tradition

DUQUESNE UNIVERSITY
A Catholic University
in the Spiritan Tradition

At Duquesne University, our Catholic identity and unique Spiritan heritage lie at the very heart of the University and its purpose. This distinctive identity informs our mission which flows from the traditions, principles, and charism of the Congregation of the Holy Spirit, our founders and continuing sponsors.

Since every office and effort on campus plays a part in the realization of Duquesne's mission, it's important for all members of the University community to understand their role in supporting and maintaining a "Catholic University in the Spiritan Tradition."

The purpose of this booklet is to introduce you to the vision and values of the Spiritans and our responsibilities as a Catholic institution that drive this extraordinary and pervasive sense of mission that informs and enlivens all aspects of campus life and guides the University in all that it does.

THE SPIRITAN TRADITION AND
CATHOLIC EDUCATION

UNIVERSITY MISSION STATEMENT

UNIVERSITY GOALS

THE SPIRITAN TRADITION AND CATHOLIC EDUCATION

The Membership of the Duquesne University Corporation¹, the Duquesne University Board of Trustees and the Duquesne University Administration wish to communicate to the entire University Community the following reflections as an expression of our joint commitment to the mission and goals of Duquesne University. We wish to communicate an explanation of the mission and goals in light of the traditions, values, goals and charism of the Congregation of the Holy Ghost (the Spiritans)—the founders, owners and sponsors of Duquesne University².

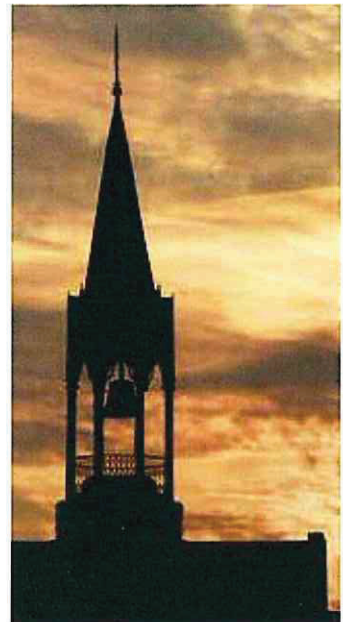
The Spiritan tradition is understood here as a lived reality which embodies the charism or vision of the Founders in different ways and in different times and circumstances and is nourished by reflection and dialogue. Duquesne University is one embodiment of the Spiritan tradition. The main thrust of this paper, therefore, is not so much an attempt to identify the differences between Duquesne University and other Catholic universities as to heighten our awareness of the Spiritan tradition and charism reflected in the Duquesne University Statement of Mission and Goals and to discern the meaning of our mission and goals for the Duquesne community today and in the future.

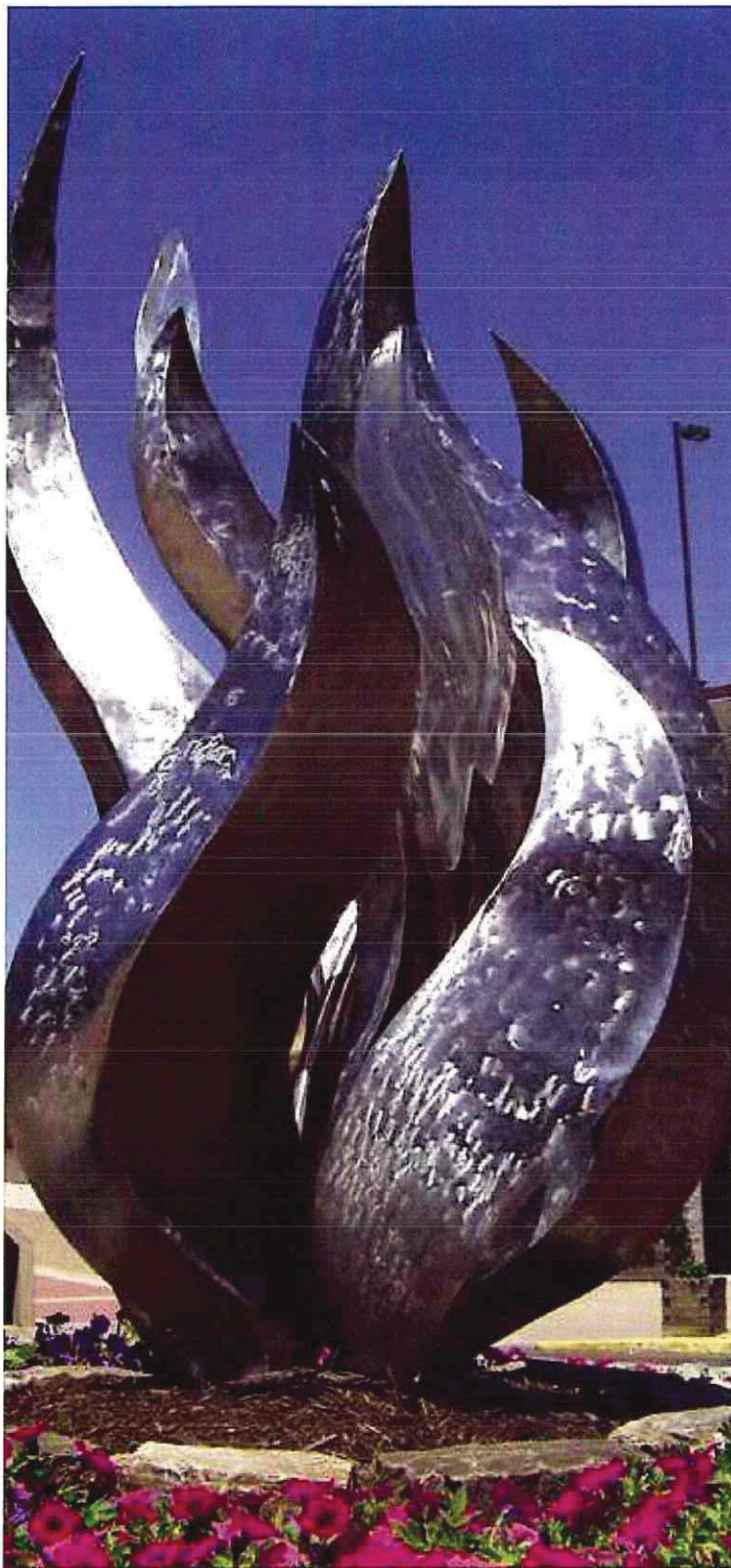
The reaffirmation of the primary purpose of the Corporation Membership, “to support and maintain a Catholic university,” which manifests the particular charism of the Holy Ghost Congregation cannot be overemphasized. This purpose is identical to the purpose of the Board of Directors and the Administration of the University, as articulated by the Chairman of the Board and the President of the University. To effectuate that purpose, Duquesne University is directed by its Board, composed principally of laypersons who join the Holy Ghost Fathers in devoting their creative energies as well as their other resources to the continuous development of a Catholic University in the Spiritan Tradition.

Finally, these joint reflections are presented as an invitation to the Duquesne University Community of students, faculty, staff and administration to reflect on the mission and goals of the University in light of the Spiritan charism and to discuss how they can best be implemented today and in the future and how each person can contribute to their implementation.³

The Spiritan Tradition

The motto of the University, “Spiritus est qui vivificat” is the inspiration of the whole statement. This reference to the Holy Spirit clearly reflects the tradition of fidelity to the guidance of the Holy Spirit derived from des Places and Libermann. In keeping with the dedication of the Congregation of the Holy Spirit, both des Places and Libermann regarded openness to the Spirit as the guiding principle of their lives and of the Congregation. This represented a departure from the traditional emphasis on blind obedience rather than on fidelity to the Spirit. Two examples of their openness to the Spirit are adaptability to change and respect for each person’s uniqueness. First, they showed a deep respect for the light of the Holy Spirit manifested in the changing circumstances of life. In education this meant responding to the most pressing





educational needs of the people of their times. Second, they respected each one's personal vocation as a manifestation of the Spirit's guidance. In an educational context, this meant respect of each individual's personality and talents.

Libermann's respect for the Spirit at work in peoples and cultures led him to adopt an innovative approach to cross-cultural education. In sharp contrast to the "assimilation" policy of both Church and State in the Spanish and Portuguese colonies of the time, he advocated respect for local cultures in both educational and missionary activities.

"(The missionaries) must pay particular attention to which customs and habits are characteristic of the peoples and the land. They must carefully avoid disturbing these customs (unless they are against God's law) and modifying them in a European fashion. They will simply try to make (the people) more perfect in their own way of life and in accord with their own customs."⁵

Mission in Action

The lives of Claude Poullart des Places and Francis Libermann and their clear purposes are the inspiration of the Mission and lived tradition of Duquesne University.

Libermann's "respect for the Spirit at work in peoples and cultures" resulting in "an innovative approach to cross-cultural education" is particularly important for the University. His direction that missionaries "must carefully avoid disturbing these customs (unless they are against God's law) and modifying them" is of critical importance.

While emphasizing its Catholic and Spiritan identity, Duquesne University operates in the American university tradition of academic freedom, which we believe is precisely in accordance with the search for truth as demanded by the Holy Spirit. The Spirit directs us to actualize our full intellectual potential while recognizing our finite limitations and the fact that ultimate and perfect truth can be realized only in our faith in God. This nexus between faith and reason clearly demonstrates that faith is the most rational of all acts. Thus, we are able to conduct a university search for truth in an unfettered fashion because we understand the nexus.

UNIVERSITY MISSION STATEMENT

“Spiritus est qui vivificat”
“It is the Spirit which giveth life,”

The words of our motto reflect our faith that Duquesne University Is directed in its course and sustained In all its efforts by the Holy Spirit of God. We express this dedication to the Spirit in our statement of mission.

Mission Statement

Duquesne University of the Holy Spirit is a Catholic university, founded by members of the Congregation of the Holy Ghost, the Spiritans, and sustained through a partnership of laity and religious. Duquesne serves God by serving students—through commitment to excellence in liberal and professional education, through profound concern for moral and spiritual values, through the maintenance of an ecumenical atmosphere open to diversity and through service to the Church, the community, the nation, and the world.

The Spiritan Tradition

The first sentence of the statement of mission identifies the Catholic character of the University and its link to the Congregation of the Holy Ghost. This sentence also draws attention to the character of the relationship between the Congregation and the University as a partnership between laity and religious.

The second sentence identifies the University's goals, bringing them under the most prominent theme of the document, that of service: “Duquesne serves God by serving students.” The statement affirms its foundation in spiritual values by placing service to students in the context of service to God. Service is a prominent theme in the Spiritan tradition.

Mission in Action

Pursuant to Libermann's directive, we particularly recognize the necessary conditions for the successful pursuit of our Catholic and Spiritan University goals in the American culture. Our Board and Administration, aided by the Spiritans, combines the necessary talent, experience, skills, influence and resources to conduct our University successfully. The Corporation membership and the Congregation have delegated this great responsibility to the Board and Administration in accordance with the directive of Francis Libermann. Over many years, the Board and Administration have accepted this solemn responsibility and have devoted themselves and their resources to that end. With the continued support of the Corporation Membership and the Congregation, we will continue to exercise our complete efforts to the continued enhancement of this noble enterprise.

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support, preserve,
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and Goals.”*

Unlike some other cultures, private universities in our culture must discover their own resources to pursue their missions. To that end, it is essential that we maintain and enhance those who share our mission and goals and can provide us with the necessary support as well as influence others to provide support to ensure the fulfillment of our purpose. This is particularly important in relation to the quintessential purpose of the University and the Congregation.

Throughout this paper, we consider various ways in which the lived reality of Duquesne University reflects our Mission and Goals. It is a pervasive beacon which is part of the consciousness of every decision-maker within the University as well as those outside the University who support the University. The statement of Mission and Goals is constantly repeated and applied as a measure to every action and decision. The directive is clear and pervasive that Duquesne will do nothing that deviates from its Mission and Goals, and it will do everything to support, preserve, protect and enhance its Mission and Goals.

Numerous ideas and proposed actions have been rejected because they were not in keeping with the Mission and Goals of the University. Over the last four years, we have revised the Student Constitution, faculty and student handbooks and created a Publications Board constitution which *begin* with the official statement of Mission and Goals of the University. The President of the University and other administrators typically begin and end any official University statement by demonstrating the consonance between the statement and the Mission and Goals of the University. It is, indeed, a living presence in the minds and hearts of the People of Duquesne.



UNIVERSITY GOALS

The goals of the University determine the means through which our mission becomes a lived reality. They are: *academic excellence, moral and spiritual values, an ecumenical atmosphere, the spirit of service and world concerns.*

Academic Excellence:

to support of a community dedicated to the discovery, enhancement and communication of knowledge and to the free and diligent pursuit of truth, in order to provide society with men and women able and willing to act as wise, creative and responsible leaders

Duquesne emphasizes excellence in both undergraduate and graduate education and recognizes the strong interdependence between the two. It is committed to providing its undergraduate students with a curriculum based on goodness, beauty and wisdom; on the dignity of the person; and on the order of nature. It is equally committed to providing education of the highest quality in liberal and professional disciplines to prepare both undergraduate and graduate students for the responsibilities of leadership as experts and specialists.

As a consequence, Duquesne encourages, supports, and rewards a faculty distinguished by excellent teaching, by significant scholarship and research, by artistic creativity, by University service and by professional and community activities. It strives to maintain a free and mutually supportive community characterized by respect and concern for students as individuals; by an acknowledgment of the value of a faculty, administration and student body of diverse background, interest and accomplishment; and by orientation toward the betterment of each other and of the larger communities which the University serves.

The Spiritan Tradition

Academic excellence is a goal which was strongly endorsed by des Places and Libermann and has been a feature of the Spiritan tradition ever since. This goal is consistent with the mission of the Congregation as stated in the Spiritan Rule of Life: “to announce the good news of the Kingdom”—an era of truth, love, justice and peace.

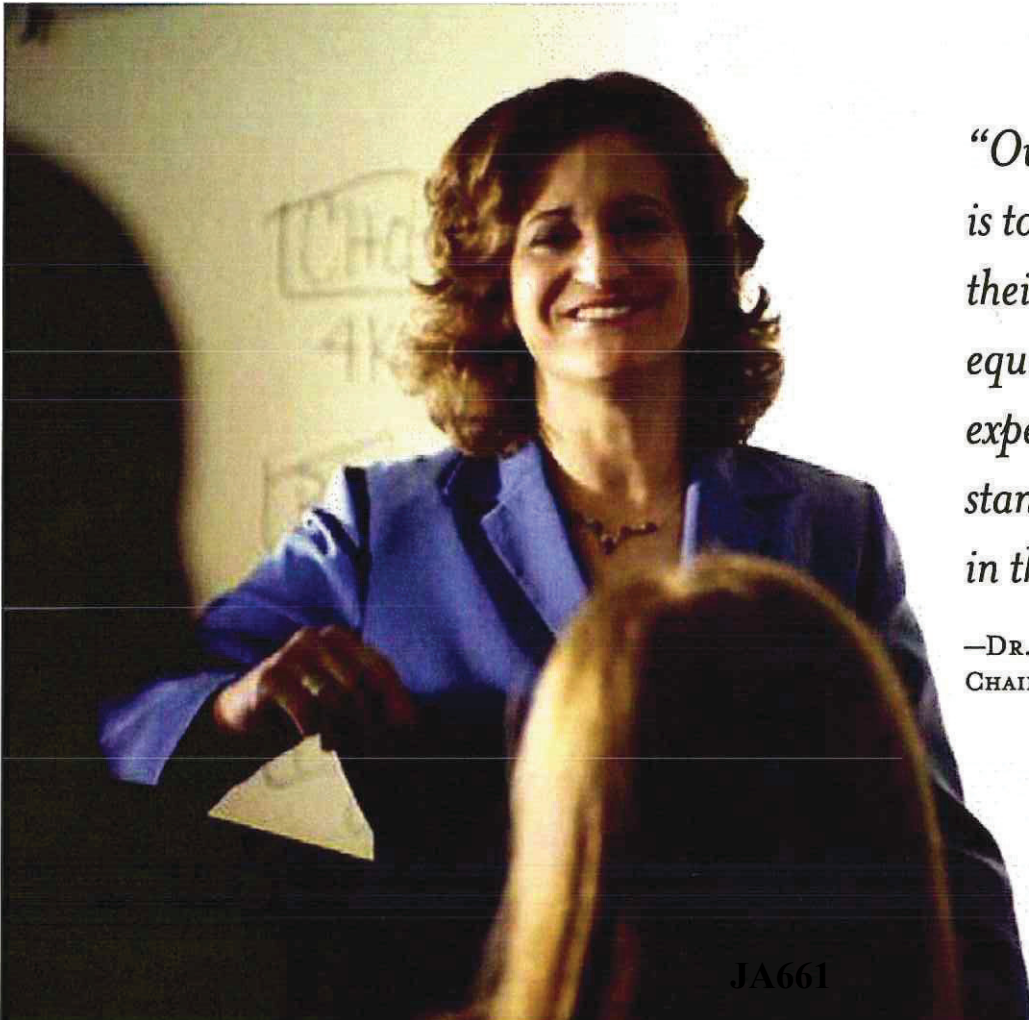
The standards set by des Places for the education of priests were remarkable for his time, when requirements varied widely throughout the Church. He exemplified commitment to high academic standards in his own life. Having graduated “summa cum laude” as the youngest and brightest of several hundred students, he was chosen as valedictorian of his philosophy class. He then went on to earn his law degree and later took theology in Paris.

Although he had been a brilliant student himself, Libermann at first was not convinced of the need for high academic standards for members of his society. However, he changed his mind after he became Superior General of the Holy Ghost Congregation. Libermann’s policy of encouragement for higher studies from then onwards was to provide the Congregation with a number of experts and specialists in various fields.

When Claude Poullart des Places arrived in Paris to study theology, the School of Theology of the University of Paris was dominated by the Jansenist faction. Rather than compromise his beliefs, Claude preferred to forego taking a degree which would have required him to follow courses at the Sorbonne. He took his theology courses instead at the Jesuit School of Theology, the prestigious College Louis Le Grand, across the street from the Sorbonne.

The struggle for academic freedom and refusal to conform to ways of thinking that were “politically correct” continued for many decades.

Libermann had to wage a long and difficult struggle to maintain the independence of the Holy Ghost Seminary and of the Congregation against unfair encroachment by the local authorities in both Church and State. In this he was supported by the Holy See.



“Our role as faculty members is to help students value all their academic experiences equally and with the expectation of the same high standards they will encounter in their chosen field.”

—DR. PAULA TUROCY
CHAIR, DEPARTMENT OF ATHLETIC TRAINING

The Spiritan Rule of Life refers specifically to education in Constitution 18 and Constitution 142. Constitution 18 puts education in the context of service to the local Churches. First among its services it lists “education of a committed and responsible laity.”

Constitution 142 emphasizes the need for ongoing or continuing education of the members of the Congregation: “It is a necessity for all of us to retrain ourselves without fail if we are to remain true to our calling in the world and in the Church” (SRL142)⁶

The revised Spiritan Rule of Life, therefore, confirms the traditional role of education in the mission of the Congregation, as an apostolate worthy of the dedication of its members and as a service to the local Churches and to peoples throughout the world.

Mission in Action

The necessary but insufficient condition of the achievement of our Mission and Goals is academic excellence. It is, indeed, a *sine qua non* of our purpose.

Constitution 18 and the six educational activities it lists are the essential mirror image of the daily life of Duquesne University. We are also particularly pleased to note the directive of Constitution 142 emphasizing the need for continuing education of members of the Congregation. It is our hope that the Corporation Membership will provide the leadership necessary to allow the University to serve members of the Congregation as they pursue this directive.

The University is engaged in a continuous effort to elevate academic standards in accordance with the vision and example of des Places. In this culture and this age of high technology, the highest academic standards cannot be achieved absent effective support for faculty and the continuous enhancement of the tools of technology, i.e., computerization, science equipment and the necessary structures in which learning and research can occur. The goal of high academic standards, so vividly represented in the life of des Places and the action of Libermann as Superior General of the Holy Ghost Congregation, requires continuously enhanced financial support to allow this goal to be achieved. The University has made giant strides in this area over the last four years.

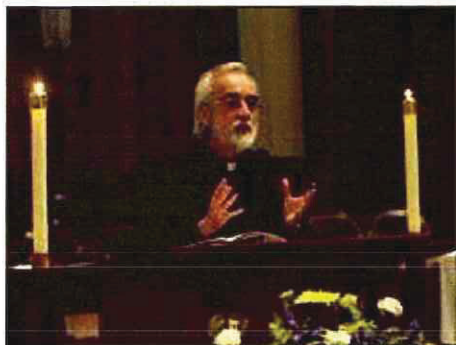
Faithful to our exemplars, des Places and Libermann, Duquesne University rejects those current societal views, which are antithetical to the Judeo-Christian tradition, the teaching of Jesus Christ and the openness to the Holy Spirit.

Moral and Spiritual Values:

a commitment to the preparation of leaders distinguished not only by their academic and professional expertise but also by their ethics, and guided by consciences sensitive to the needs of society.

It is Duquesne University’s special trust to seek truth and to disseminate knowledge within a moral and spiritual framework. As a Catholic University, Duquesne is dedicated to fostering an environment that invites, but does not conscript, participation in its spiritual life. As a private University, Duquesne manifests its liberty to foster in all its disciplines the wise and diligent exploration of values, and to challenge its students to examine the moral and ethical foundations of their thought and

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action, and to develop their personal values and ethical commitment. As a University of Spiritan heritage, Duquesne is dedicated to inspiring in its students and alumni, in its faculty and administration, the willingness to transcend all frontiers in order to promote the liberation of humanity from everything that offends against human dignity and freedom.

The Spiritan Tradition

The introduction to this goal specifically invokes the Spiritan tradition by referring to Duquesne "as a university of Spiritan heritage" and links the promotion of moral and spiritual values to "the liberation of humanity from everything that offends against human dignity and freedom." This recalls the emphasis Libermann placed on empowerment through the development of local leadership in Church and society.

Constitution 13 of the Spiritan Rule of Life emphasizes the universality of the Congregation's mission and the proclamation of moral and spiritual values. This goal also reflects Constitution 18 in the Spiritan Rule of Life which lists "training for ministries and for the missionary and religious life" among the services rendered by the Congregation to the Church.

Mission in Action

We are more than pleased that the lived tradition of Duquesne now clearly manifests the Spiritan tradition in "the liberation of humanity from everything that offends against human dignity and freedom."

Specifically, we reject any societal view that would undermine the family, promote abortion, or euthanasia or a Marxist vision which is antithetical to the dignity of the person. We also reject any view that would eschew centuries of learning in the Western tradition including Thomistic philosophy. Duquesne University rejects current deconstructionist, relativistic and nihilistic views that undermine our society by insisting upon a standard of absolute freedom that denies any objective morality, ignores God, the eternal law, the natural law and insists that only the individual person shall determine the meaning of behavior. Duquesne University affirms its complete adherence to the teachings of *Veritatis Splendor* and the emphasis upon the theological, moral and intellectual virtues to facilitate the spiritual, moral and intellectual growth of our students. As a Catholic university in the Spiritan tradition, Duquesne University also affirms its complete adherence to the teachings of *Ex Corde Ecclesiae* in accordance with the obligation in our Mission statement of "service to the Church."

At the same time, Duquesne University is an open society that welcomes the expression of different views from any source but always with complete respect for the dignity and freedom of the person and in an atmosphere of total commitment to moral and spiritual values. We are, therefore, in a better position to teach and influence our students in precise accordance with moral and spiritual values in the Spiritan tradition of openness to the spirit. The emphasis upon moral and spiritual values has never been greater in the history of Duquesne University. We are pleased to manifest our total acceptance of the Spiritan tradition through the lived experience of the university in this area.

In that effort, our *proclamation* of our identity in announcing the Good News and the absolute necessity of spiritual and moral values has been the hallmark of our

efforts. Our efforts in Central and South America, Africa and other poor developing nations has manifested our commitment to *service and liberation* of the poor and disadvantaged by demonstrating how they may become empowered through knowledge and skill to overcome their pervasive problems.

An Ecumenical Atmosphere:

to provide an environment open to ecumenism in its most profound and meaningful form.

Openness has been the hallmark of Duquesne's intellectual tradition. The University will continue to seek truth through various means, to receive insights from diverse schools of thought, and to provide an ecumenical community for the dialogue of students and teachers of all beliefs.

The Spiritan Tradition

This goal reflects Constitution 13 of the Spiritan Rule of Life which calls for dialogue between people of different faiths and for peace and harmony between cultures by offering opportunities for cross-cultural dialogue. It also reflects Libermann's respect for diversity of cultures and beliefs and the traditional openness of Spiritan schools to students of all religions worldwide without prejudice to their beliefs.

The motto of the Congregation is "One Heart and One Soul," evoking the first Christian community in Jerusalem. As might be expected, therefore, a sense of community was highly prized by both des Places and Libermann. This is expressed in common living with shared prayer, meals, work and a simple lifestyle. In education a sense of community translates into closeness to the students, a family spirit and accessibility.

Mission in Action

Our *dialogue* with all peoples of every faith and background attests to our ecumenical dimension which leads American Catholic universities. Our efforts at *inculturation* to assure peace and harmony between and among cultures is a constant effort in this universal process.

One of the hallmarks of Duquesne University, particularly under the Presidency of Father Henry J. McAnulty, C.S.Sp. has been its ecumenical atmosphere. As Fr. McAnulty suggests, we understood ecumenism long before people understood the meaning of the word. The goal of ecumenism has not only been continued in recent years, it has been enhanced. There is no religious and virtually no cultural background that is not evidenced in some fashion on this campus. Emphatic reaffirmation of this goal is found in pervasive statements, writings and actions of the Board and Administration over the last four years. "We welcome—we do not exclude" is a constantly-repeated ecumenical concept, always in the context of our pride in being a Catholic university in the Spiritan tradition. The diversity of cultures on this campus is second to none in America.



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The Spirit of Service:

to extend educational opportunity to students with special needs.

Service has been one of the purposes of the University since its beginning.

Besides seeking to instill the spirit of service in its students, Duquesne, as an institution, reaffirms its responsibility to provide educational opportunities for students with special financial, educational and physical needs.

The Spiritan Tradition

The introduction to this goal links it to instilling the spirit of service in Duquesne's students, thus making it an educational goal as well as an institutional goal. Service to people with special needs is at the very core of the Spiritan tradition. It was exemplified by des Places and Libermann and has been a feature of Spiritan educational establishments since then.

Both des Places and Libermann focused their attention on the most needy people of their day. des Places first became interested in helping the young “Savoyards” or chimney-sweeps of Paris and later expanded his concern to helping poor theological students who would later work in the neglected rural parishes of France and in overseas missions. Libermann felt called by God to help the slaves and freed slaves in the old French colonies, whose miserable condition had been brought to his attention by two student friends, Eugene Tisserant (whose mother was Haitian) and Frederick Le Vasseur from Reunion.

Concern for the poor remains a top priority for the Holy Ghost Congregation in fulfillment of its mission “to follow Jesus and to announce the good news of the Kingdom” (SRL1), a priority which it shares with all religious congregations and with the Church in general. Education has remained a potent means of translating that concern into action. For many, education is the beginning of the good news, leading to spiritual and social empowerment.

In education, this policy has meant combining concern for the disadvantaged with openness to the needs of people from all walks of life. Their global mission in the service of the Kingdom of God enables Spiritans to bring to the poor empowerment through education and to bring to the rich a consciousness of their responsibility to work towards a global society where poverty will be eliminated.

Closely associated with concern for the disadvantaged was the Founders' commitment to service. des Places was not content simply to pursue his theological studies in Paris oblivious to what was going on around him. He was motivated by a spirit of service to others which inspired him to help the young chimney-sweeps and impoverished theological students.

Libermann also had a strong sense of service as shown by his total commitment to the development of his society in the service of the poor and disadvantaged people of his day. His spirit of service also led him to carry on a voluminous correspondence devoted to spiritual counseling in addition to his responsibilities as Superior General

of the Congregation. He put service to others before his own welfare, regardless of his weak health. He saw education as service to the Church and to people in need.

The tradition of service to people with special needs is reaffirmed in the Spiritan Rule of Life. The education of young people, because their present situation is crying out more than ever for social and educational works; educational work with refugees, with immigrants and with those who are on the margins of society (Constitution 18).

Mission in Action

In accordance with the des Places and Libermann view of an overriding commitment to service, the University pursues a wide range of service to others in various forms. Service to the aged, the infirm, the ignorant, the homeless and the hopeless is provided through a wide spectrum of efforts including, but not limited to DUV, Duquesne University Volunteers, which teach the disadvantaged, provide food for the hungry, shelter and clothing for the homeless and serve the aged and infirm in myriad fashion. The overwhelming majority of our students and a large segment of faculty and staff are involved in these activities in a major fashion.

The des Places and Libermann spirit of service and our stated basic goal of service to others has increased exponentially over the last four years. As suggested earlier in this paper, one of the most notable (if not the most notable) achievement over the last four years has been the creation, implementation and total acceptance of DUV, Duquesne University Volunteers. This overriding effort together with innumerable others has made Duquesne a leader among American universities in its commitment to service to others.

Finally, we commit ourselves, individually and collectively, to the service of others and to continue to educate our students to serve others and carry their burdens in accordance with the teachings of Jesus Christ.

Concern for the Poor and the attendant "potent means" of translating that concern into action through *education* is a "top priority" for the University as it is for the Congregation. The Board, Administration and Congregation are particularly emphatic in reaffirming the statement that "Education is the beginning of the Good News, leading to spiritual and social empowerment." This has been the great tradition of Duquesne University where tens of thousands have been assisted in pursuing a Catholic university education in the Spiritan tradition. This tradition not only continues but has been enhanced.

There is currently far more support for the disadvantaged student at Duquesne University than at any time in its modern history. The creation of "Spiritan" scholarships and many other new resources allocated over the last four years have allowed innumerable poor students to attend Duquesne.⁷

More than 78 percent of the students at Duquesne receive some form of financial aid. Without it, they would not be able to matriculate. This kind of assistance comes from several sources. The financial success of the University, in general, is the most potent source for these additional funds to serve the poor and disadvantaged.

Unfortunately, the availability of funds to help educate the poor and disadvantaged is never sufficient. The University is in need of substantial increments to these funds to achieve its "top priority" which it shares with the Holy Ghost Congregation in pursuance of the directives of both des Places and Libermann. University fundraising efforts continue.



World Concerns: *to promote world community through the development of an international and intercultural academic vision.*

Duquesne strives to cultivate in its students the understanding that their destiny is related to that of their community, their nation, and their world, and works to build an attitude of service rather than one that is self-serving. As a consequence, Duquesne supports academic programs concerned both with the preservation of cultural traditions and with the contemporary realities of global needs and international responsibilities for peace, justice and freedom.

The Spiritan Tradition

The introduction to this goal links academic programs both with the preservation of cultural traditions and with responsibility for peace, justice and freedom internationally. The Spiritan tradition has linked education with a global concern for peace, justice and freedom from the earliest day of the Holy Ghost Fathers on three continents, through Libermann's concern for the disadvantaged down to the role of Spiritan schools today in empowering disadvantaged and oppressed people worldwide. This goal reflects two of the themes of Constitution 18: inculturation and liberation.

The missionary outlook introduced to the Congregation in the 18th century and reinforced by Libermann has given the Congregation a global vision which inspires the hope for the realization of one world united in peace and justice in the Kingdom of God. In education, it means working for the empowerment of peoples and their liberation from injustice, poverty and ignorance.

Constitution 13 of the Spiritan Rule of Life emphasizes the universality of the Congregation's mission. This translates into education for global cooperation and the fulfillment of global human aspirations. Constitution 18 highlights "Awakening an understanding of the universal mission, of justice and of kinship between peoples."

Mission in Action

The Global Vision of the University is precisely in keeping with the global vision of the Congregation. The university has become a genuine international university with more than 80 nations represented in its student body. Affiliations with universities and schools in Africa, Japan, China and Spain further attest to this vision. Through a Duquesne education, students may return to their countries empowered to seek "liberation from injustice, poverty and ignorance." Pursuant to our constant effort to encourage students to assist others and carry their burdens, the University is able to provide the necessary knowledge, insight and development of students to become leaders in their societies by providing education as to realistic and effective means to overcome injustice, poverty and ignorance. Education in philosophy, the natural sciences, economics, political science, sociology, psychology, law, and particularly theology, provides a broad based education allowing for the development of this kind of leadership. In particular, the university is committed to the principles set forth in *Centesimus Annus* in pursuing its effort to educate students to carry

the burdens of others. In this effort, we operate precisely in accordance with the underlying purposes of a Catholic university and simultaneously serve the Spiritan charism.

Duquesne has done more in the last four years to promote *universality* in education for global cooperation and global human aspirations than at any time in its history. The active recruitment of Spiritans from around the world has greatly enhanced the teaching, scholarship and Spiritan presence on this campus from a global perspective. The people of Duquesne have brought education to people throughout the world, in Africa, in Europe, in Central America and the Far East to provide the peoples in those parts of the world as well as our own students and faculty a comprehensive understanding of the overriding need for global human development.

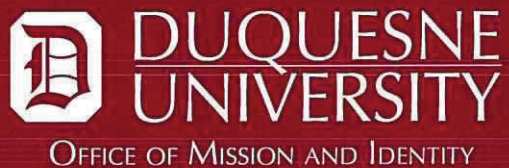
Duquesne is recognized as a genuine international university with more than 80 nations represented in its student body and many more expected. Today, Duquesne has affiliations with universities in the Far East, Europe and Africa. In particular, our affiliation with Louvain University is developing into one of the more important affiliations between any Catholic college or university in America and the oldest Catholic university in the world. The enhancement of study abroad programs at still other universities has also enhanced the cross-cultural dimensions of Duquesne University. In each of these efforts we learn of the problems and achievements of other cultures and bring to them our "global concern for peace, justice and freedom." We firmly believe that understanding between and among cultures is principally enhanced when peoples from diverse cultures live and work together. This is exactly what occurs on this campus every day. Again, Duquesne has become a genuine international university.⁸

Our unitary goal is to pursue every effort to support and maintain the Catholic university known as Duquesne University of the Holy Ghost in the particular charism of the Holy Ghost Congregation.

We agree that the potent means of translating our concern for the poor into action is through education, i.e., education is the beginning of the good news, leading to spiritual and social empowerment. We commit ourselves to the perpetual enhancement of resources that will facilitate these critical purposes through the development of scholarship funds and other resources that will enable the disadvantaged to achieve empowerment through a Duquesne University education. We will pursue the enhancement of the global vision of Duquesne University through the education of students from many nations throughout the world and academic affiliations with many universities throughout the world. Our global vision is designed to enhance peace and justice through education which promotes democratic governments that include religious freedom as well as freedom of speech. We expressly adopt the Spiritan tradition in the liberation of humanity from everything that offends against dignity and freedom.

Through Duquesne University, we proclaim our identity in announcing the Good News and the absolute necessity of spiritual and moral values for every person in every society. We continuously manifest our commitment to service and liberation of the poor and disadvantaged by demonstrating how they may become empowered through knowledge and skills to overcome their pervasive problems. In this effort, we emphatically reaffirm our dialogue with peoples of every faith and background in our unparalleled ecumenical tradition.

*"We will pursue
the enhancement
of the global vision
of Duquesne
University
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throughout
the world
and academic
affiliations with
many universities
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world."*



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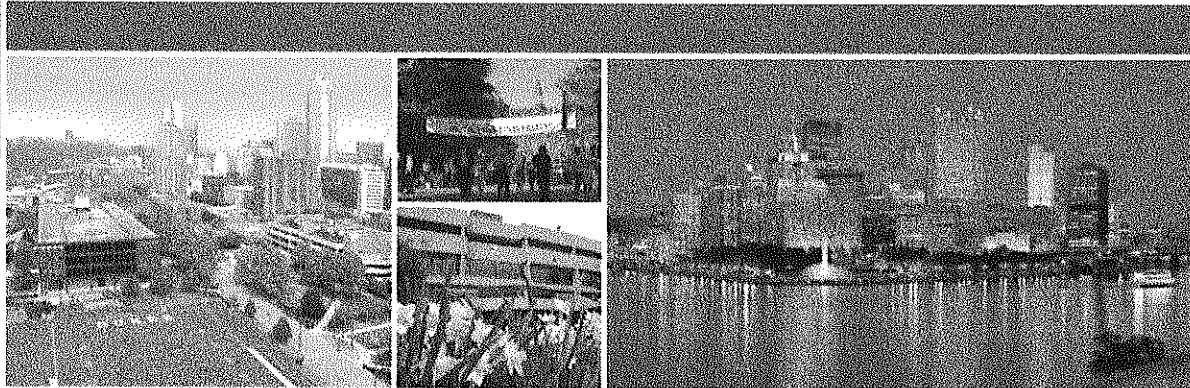
CONTACT US

Office of Human Resource Management

600 Forbes Avenue
Pittsburgh, PA 15282

Open Monday to Friday
8:30 a.m. – 4:30 p.m.

412.396.6575
hr.office@duq.edu
www.duq



ABOUT DUQUESNE UNIVERSITY

Duquesne University, located in Pittsburgh, Pennsylvania, is a Catholic institution in the Spiritan tradition. Founded on Oct. 1, 1878 by the Congregation of the Holy Spirit (the Spiritans), the school opened its doors as the Pittsburgh Catholic College with an enrollment of 40 students and six faculty members. Duquesne University today is an educational and economic powerhouse comprising ten schools of study which serve more than 10,000 students.

A nationally ranked top-tier university, Duquesne has established a legacy of excellence in liberal and professional education. Our 14:1 student-faculty ratio allows more than 10,000 students to work closely with expert faculty, and make full use of modern learning, computing and research facilities. The University is large enough – with more than 90 undergraduate majors and 150 graduate programs – to provide a wide range of educational options. Duquesne has also won accolades and recognition among the nation's top 20 small research schools for our research initiatives and faculty productivity.

While we follow a Catholic tradition, we maintain an ecumenical atmosphere that embraces diversity. Duquesne welcomes all employees, regardless of their race, color, gender, sexual orientation, age, religion, national origin, marital status, or disability, who are willing and able to support the Catholic mission of Duquesne University. We collaborate toward our mission within an atmosphere of respect, civility and inclusion.

Learn more at www.duq.edu.

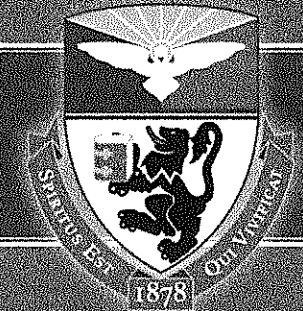
ABOUT PITTSBURGH

Duquesne University is located approximately 0.8 miles from the heart of downtown Pittsburgh, home of the six-time Super Bowl Champion Steelers, Primanti sandwiches and the Andy Warhol Museum. The campus is approximately XX miles from Pittsburgh International Airport and within walking distance of numerous hotels, restaurants, sports venues and public transportation lines.

Pittsburgh hosts many prestigious corporations, and world-class healthcare and education institutions. Along with its well-known professional football, hockey and baseball teams, over 500 cultural organizations bring international recognition to the city.

Consistently ranked by popular listings as a great place to live and raise a family, Pittsburgh has recently been recognized for its low crime rate among U.S. metro areas, leadership in environmental sustainability and highly educated workforce.

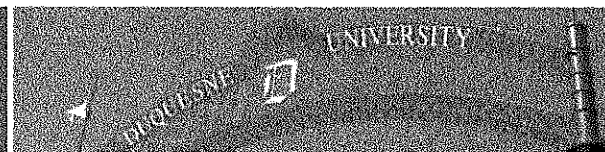
To learn more, visit www.visitpittsburgh.com.



WE ARE WORKING FOR A
BETTER FUTURE.
JOIN US!

 **DUQUESNE
UNIVERSITY**
For the Mind, Heart and Spirit

WHY WORK AT DUQUESNE?



DUQUESNE UNIVERSITY AT A GLANCE

- Nationally ranked, top-tier university
- Affiliation: Founded and sponsored by the Congregation of the Holy Spirit
- Location: Pittsburgh, Pennsylvania
- President: Charles J. Dougherty, Ph.D.
- Ten Academic Schools: Business, Natural and Environmental Sciences, Education, Health Sciences, Nursing, Liberal Arts, Pharmacy, Music, Law, Leadership
- Total Enrollment: 10,000 +
- Nationally recognized for student civic engagement
- Nationally recognized programs in business, education, law and health sciences

TRAINING AND DEVELOPMENT OPPORTUNITIES

Professional development for both faculty and staff is a priority at Duquesne and begins with a comprehensive employee orientation and continues with wide-ranging opportunities throughout your career.

Faculty scholars engaged in research projects are supported by dozens of research and economic development centers and modern facilities. A dedicated Office of Research is available to guide researchers through funding, compliance and technology transfer procedures.

The Center for Teaching Excellence helps new and experienced faculty hone their teaching skills through workshops, individual consultation, early course evaluations, small group instruction and classroom observation and videotaping. The Office of Service-Learning assists faculty with course design, facilitates connections with community agencies whose work is complementary to specific course content, and provides ongoing resources and support.

Staff employees have access to many programs and workshops that can enhance their skills and improve on-the-job performance. A Training and Development lending library of books and digital media which address various business and wellness related topics is also available. In addition, many employees choose to advance their education by taking University classes or enrolling in degree or certificate programs.

FLEXIBLE BENEFITS

Duquesne provides a competitive compensation and benefits package that reflects the high value we place on our employees. This includes:

- Flexible family healthcare coverage with vision and dental insurance
- Disability benefits
- Tuition remission for employees and dependents
- Retirement savings plan
- Family leave, paid time off for vacation and holidays and unpaid time for leaves of absence.

Our flexible benefits program allows employees to select options based upon their individual needs. The University pays a generous portion of the cost of this program, while passing along tax savings features that allow employees to purchase most benefits with pre-tax dollars. In general, employees are eligible for benefits after the first of the month following their date of hire. Collective bargaining unit employees should defer to their agreement for benefit details.

Duquesne University employs more than 2,800 full-time and part-time faculty and staff. We strive to attract, recruit and retain a dynamic workforce that includes faculty, administrators, managers, and business professionals, as well as coaches, public safety officials, and facilities management, technical and clerical support staff.

Our employees contribute to our vision of enhancing our culture of academic excellence dedicated to our mission of serving God by serving students, led by a profound concern for moral and spiritual values in an atmosphere that welcomes all and excludes none. In turn, our employees enjoy a supportive working environment that values individual talents, encourages teamwork and rewards accomplishments.

ADDITIONAL SUPPORT AND RESOURCES

Our employees also benefit from an array of campus resources that provide convenience and cost savings, including a variety of dining options, a full-service Starbucks and Jamba Juice Bar, a retail bank and credit union, and affordable onsite parking. Discount pricing is offered at the campus Barnes & Noble Booksellers and Duquesne Computer Store and employees can also receive a discount on services offered by a national relocation company. Employees can take advantage of on-campus and nearby daycare as well as the many educational, cultural and sporting events sponsored by the University.

The state-of-the-art Power Center and year-round wellness programs help employees achieve and maintain an active, healthy lifestyle. Our Employee Assistance Program provides counseling and other support services to employees and their families. Faculty and staff also have opportunities to broaden, enhance and enrich their faith through participation in programs sponsored by Spiritan Campus Ministry.

CONTACT US

Thank you for your interest in employment opportunities with Duquesne University. All inquiries are managed by the Office of Human Resource Management. Please contact us with questions or for more information.

Office of Human Resource Management
Duquesne University
600 Forbes Avenue
Pittsburgh, PA 15682
412.396.6575
www.duq.edu/hr
hr.office@duq.edu

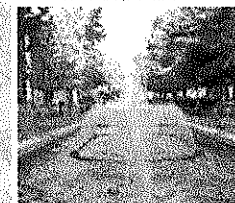


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- [Admissions & Aid \(admissions-and-aid\)](#)
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- [Life at Duquesne \(life-at-duquesne\)](#)
-
- [Service \(service\)](#)
-
- [Research \(research\)](#)
-
- [About \(about\)](#)

Caption:

Welcome

I think you will enjoy this community, founded in 1878 by the priests and brothers of the Congregation of the Holy Ghost, the Spiritans. Our more than century-old tradition is providing a unique liberal and professional education with an emphasis on moral values, a dedication to quality teaching and a commitment to service.

Duquesne University does not discriminate on the basis of race, color, sex, age, religion, national origin, marital status, or disability. However, as an institution operated in affiliation with the Roman Catholic Church in the United States, Duquesne University reserves the right to specify as a qualification for employment the ability and willingness to support the values of Roman Catholicism as set forth in the University's Mission Statement.

Applicants must be willing to contribute actively to the mission and to respect the Spiritan Catholic identity of Duquesne University. The mission is implemented through a commitment to academic excellence, a spirit of service, moral and spiritual values, sensitivity to world concerns, and an ecumenical campus community.

Human Resources pursues its mission by providing ideas, programs, services, and information that meet or exceed the needs of its customers in the areas of recruiting,

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employment, employee benefits, training and development, student employment, wellness, employee and labor relations, compliance with University policies and guidelines, as well as legal compliance with local, state, and federal guidelines.

Desired Service Outcomes:

- Qualified applicants for positions/retention of current qualified employees
- Increased diversity in employment
- Greater community outreach
- Effective compensation program that provides competitive salaries/benefits
- Opportunities for staff development
- Accurate, effective, timely communication and cooperative interaction with customers, vendors, government representatives, general public and others.

Measured By:

- Customer satisfaction measured by surveys and other feedback
- Reports, surveys, benchmark results, task analysis, task tracking
- Timeliness and accuracy of general processing and information provided

If you are unable to locate any information, please contact us via e-mail at hr.office@duq.edu (mailto:hr@duq.edu) or by calling 412.396.6575.

Sincerely,

Ryan Dawson, PHR

Acting Director, Office of Human Resource Management

- Contact Us (contact)
-
- Work at DU (work-at-du)
-
- Legal (about/departments-and-offices/public-affairs/web-communications/legal)
-
- Site Map (site-map)
-
- Campus Tour (<http://www.duq.edu/campustour>)

EXHIBIT NO. ER-34 RECEIVED ☒ REJECTED ☐

06-RC-080933
CASE NO. _____ CASE NAME Duquesne

DORI (<http://www.duq.edu/dori>)

NO. OF PAGES 3 DATE 4/29/15 REPORTER EOF

 (<http://www.facebook.com/duquesneuniversityoftheholyspirit>)

 (<http://twitter.com/duqedu>)

 (<http://www.youtube.com/duquesneuniversity>)

 (<http://www.instagram.com/duquesneuniversity>)

- ([about/social-media](#))

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(<http://q.co/maps/emksv>) 412.396.6000

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CASE NO. CASE NAME DUQUASNO.

NO. OF PAGES 4 DATE 4/28/15 REPORTER ECF

**DUQUESNE
UNIVERSITY***An Equal Opportunity Affirmative Action Employer***FACULTY AND STAFF EMPLOYMENT
APPLICATION**Office of Human Resource Management
600 Forbes Avenue
Pittsburgh, PA 15282
phone: 412.396.6575
fax: 412.396.2236e-mail: careers@duq.edu
website: www.duq.edu/work-at-du

Thank you for your interest in employment at Duquesne University. Please complete this application as completely and accurately as possible, and know that it will be thoroughly reviewed and given full consideration.

Duquesne University does not discriminate on the basis of race, color, gender, sexual orientation, age, religion, national origin, marital status, genetic history, veteran status or disability. However, as an institution operated in affiliation with the Roman Catholic Church in the U.S., Duquesne University reserves the right to specify as a qualification for employment the ability and willingness to support the values of Roman Catholicism as set forth in the University's Mission Statement.

Please type or print clearly

Last Name		First Name	Middle	XXX - XX - Last 4 Digits of Social Security No.
Street Address		City	State	Zip Code
Home Phone Number		Business Phone Number		
Cell Phone Number		E-mail Address		

NOTICE TO APPLICANTS

Applicants must be willing to contribute actively to the mission and to respect the Spiritan Catholic identity of Duquesne University. That mission is implemented through a commitment to academic excellence, a spirit of service, moral and spiritual values, sensitivity to world concerns, and an ecumenical campus community.

Duquesne University selects applicants based on the qualifications and requirements of a particular position. Your application for employment will be given full consideration for a period of six months. During this time, your employment history and skills will be carefully evaluated by our recruiters. Because it is not possible to interview all applicants, your application is our main source of information. Please be as specific as possible when completing the application. Feel free to add any information that would help us select the most qualified applicant.

- I certify the information contained herein is accurate and truthful to the best of my knowledge and belief. I hereby authorize, and understand that Duquesne University is likely to investigate any or all statements I have made with the understanding that any misrepresentation may be cause for dismissal or refusal to employ.
- I understand that, if employed, hours of work and other working conditions are subject to change at the University's discretion, and employment may be terminated at any time.
- I understand that filing an application at the University does not indicate there are positions open or obligate the University in any way.
- I understand the information contained herein will be held confidential and is, together with all attached papers, the property of the University.
- I hereby authorize the release to the University of any information regarding my educational and/or employment background which is pertinent to my application.

Signature

Date

LAST NAME

FIRST NAME

DATE

☐ D
☐ F

PERSONAL DATA

Are you authorized to work in the U.S.?

☐ NO ☐ YES

Do you currently require sponsorship for U.S. employment authorization or will you require it in the future?

☐ NO ☐ YES

Are you currently or were you previously employed by the University in a staff, faculty, graduate student or student capacity, or in any capacity for remuneration? If yes, give department and dates of employment and affiliation.

☐ NO ☐ YES

Do you have any relatives (by blood or marriage) that are currently or were previously employed by Duquesne University? If yes, please list all names(s), relationship(s) and department(s).

☐ NO ☐ YES

Are you currently enrolled as a student at Duquesne University? If yes, indicate number of credits for which you are currently enrolled and the program or school in which you are enrolled.

☐ NO ☐ YES

Have you ever been convicted of a crime classified as a misdemeanor or felony? (Note: A conviction will not necessarily bar you from employment). If yes, give details and dates.

☐ NO ☐ YES

Do you have any criminal charges pending against you? If yes, give details.

☐ NO ☐ YES

In case of emergency, please contact

Name: Cell Phone: Home Phone:

JOB INTEREST

Position Title: Position Number:

General area of occupational interest:

☐ Full time ☐ Part time ☐ Temporary
If part time: hours, days available:

Date Available for Employment

Minimum Acceptable Monthly Salary

EDUCATION AND TRAINING — LIST MOST RECENT FIRST

High School, College, University or Technical School Attended	Diploma/Degree Type	Major	Did You Graduate	Credits Completed
			<input type="radio"/> YES <input type="radio"/> NO	
			<input type="radio"/> YES <input type="radio"/> NO	
			<input type="radio"/> YES <input type="radio"/> NO	
			<input type="radio"/> YES <input type="radio"/> NO	

Professional/Trade License or Certification (List)

Membership in Professional, Civic, Honorary or Technical Organizations (List)

SKILLS/APTITUDES — CHECK AS APPLICABLE; ALSO LIST ANY SPECIAL SKILLS YOU POSSESS

☐ Windows ☐ Microsoft Word ☐ Excel ☐ Powerpoint ☐ PageMaker ☐ FileMaker
☐ Macintosh ☐ Photoshop ☐ QuarkXPress ☐ Internet ☐ Databases ☐ Access
☐ Cognos ☐ Banner ☐ Other Software

☐ Keyboarding/Typing - WPM ☐ Data Entry ☐ Other Skills

☐ Laboratory/Research Skills ☐ Foreign Language Proficiency

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EMPLOYMENT HISTORY**LIST CURRENT AND PREVIOUS EMPLOYERS — MOST RECENT FIRST (VOLUNTEER/UNPAID SERVICES ARE ALSO ACCEPTABLE)**

Employer's name	Dates employed From _____ To _____	Final salary
Address	Supervisor's name	Phone number
City _____ State _____ Zip Code _____	Reason for leaving	
Job titles and duties (include specific skills to perform duties outlined)	<input type="radio"/> Full time <input type="radio"/> Part time	May we contact employer for reference? <input type="radio"/> YES <input type="radio"/> NO <input type="radio"/> UPON CONTINGENT OFFER
Title: _____		
Duties: _____		

Employer's name	Dates employed From _____ To _____	Final salary
Address	Supervisor's name	Phone number
City _____ State _____ Zip Code _____	Reason for leaving	
Job titles and duties (include specific skills to perform duties outlined)	<input type="radio"/> Full time <input type="radio"/> Part time	May we contact employer for reference? <input type="radio"/> YES <input type="radio"/> NO
Title: _____		
Duties: _____		

Employer's name	Dates employed From _____ To _____	Final salary
Address	Supervisor's name	Phone number
City _____ State _____ Zip Code _____	Reason for leaving	
Job titles and duties (include specific skills to perform duties outlined)	<input type="radio"/> Full time <input type="radio"/> Part time	May we contact employer for reference? <input type="radio"/> YES <input type="radio"/> NO
Title: _____		
Duties: _____		

Employer's name	Dates employed From _____ To _____	Final salary
Address	Supervisor's name	Phone number
City _____ State _____ Zip Code _____	Reason for leaving	
Job titles and duties (include specific skills to perform duties outlined)	<input type="radio"/> Full time <input type="radio"/> Part time	May we contact employer for reference? <input type="radio"/> YES <input type="radio"/> NO
Title: _____		
Duties: _____		

If required, additional sheet may be inserted.

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DUQUESNE UNIVERSITY MISSION STATEMENT

"Duquesne University of the Holy Spirit is a Catholic University, founded by members of the Congregation of the Holy Spirit, the Spiritans, and sustained through a partnership of laity and religious. Duquesne serves God by serving students—through commitment to excellence in liberal and professional education, through profound concern for moral and spiritual values, through the maintenance of an ecumenical atmosphere open to diversity, and through service to the Church, the community, the nation and the world."

Please describe how you would support and contribute to the University Mission:

REFERENCES

PLEASE LIST THREE PROFESSIONAL/BUSINESS REFERENCES — CURRENT OR FORMER SUPERVISORS PREFERRED

Complete Name	Business or Home Address	Occupation/Relationship	Telephone

FOR HUMAN RESOURCES USE ONLY**REFERRAL SOURCE**

- | | |
|---|---|
| <input type="checkbox"/> PG - Local Classified Ads | <input type="checkbox"/> NC - National Classified Ads |
| <input type="checkbox"/> CH - The Chronicle of Higher Education | <input type="checkbox"/> OT - Other |
| <input type="checkbox"/> CI - Called In | <input type="checkbox"/> HL - Available Positions Hotline |
| <input type="checkbox"/> CO - Classified, Other Cites | <input type="checkbox"/> PJ - Professional Journals |
| <input type="checkbox"/> CS - Career Services | <input type="checkbox"/> PL - Placement Office _____ |
| <input type="checkbox"/> IN - Internet | <input type="checkbox"/> PA - PA Career Link |
| <input type="checkbox"/> IR - Internal Reference _____ | <input type="checkbox"/> WI - Walk In |
| <input type="checkbox"/> JP - Internal Job Posting | |

COMMENTS**TEST RESULTS**

Basic Office Skills: _____ % _____ Min. Typing: _____ wpm
 MS Word: _____ % _____ Min. Proofreading: _____ % _____ Min.
 MS Excel: _____ % _____ Min. Other: _____

EXHIBIT NO. ER-38 RECEIVED ✓ REJECTED

06-RC-080933
CASE NO. CASE NAME Duquesne

NO. OF PAGES 5 DATE 4/28/15 REPORTER ECF



- [Academics \(academics\)](#)
-
- [Admissions & Aid \(admissions-and-aid\)](#)
-
- [Life at Duquesne \(life-at-duquesne\)](#)
-
- [Service \(service\)](#)
-
- [Research \(research\)](#)
-
- [About \(about\)](#)

Caption:

Getting Started: Adjunct Faculty at Duquesne

<http://studioweb.cr.duq.edu/cte/adjunct-welcome.cfm>)Welcome ([/about/centers-and-institutes/center-for-teaching-excellence/getting-started-adjunct-faculty/adjunct-welcome](#)) from Provost Timothy R. Austin

This list is intended to help you get started in teaching at Duquesne.

First Things

Our (<http://www.duq.edu/mission/>)Mission and Identity ([/x9570.xml](#)) provides a context and guide for all that we do at Duquesne

<http://www.duq.edu/hr/>) ([/work-at-du/human-resources-home](#))Human Resources & Payroll ([/work-at-du/human-resources-home](#)) – you need to take care of this first. Start by working with the administrative assistant in the department or school where you have been hired.

[/about/campus/du-card](#))DU Card ([/about/campus/du-card](#)) ([/about/campus/computers-and-technology](#))– you need this for the library and other services

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<https://ra.cr.duq.edu/AccountTools/multipass/initialize/index.cfm>) Multipass login
</about/campus/computers-and-technology/mobile/new-account>) – this is your key to
Duquesne's online world: intranet, email and electronic library resources.

<http://www.sites.duq.edu/cte/events/orientation.cfm>) Center for Teaching Excellence
Orientation (</about/centers-and-institutes/center-for-teaching-excellence/events/orientation>) – this orientation provides an overview to your role and
the resources to support you in it.

Teaching at Duquesne

<http://www.sites.duq.edu/cte/teaching/index.cfm>) Teaching and learning resources
</about/centers-and-institutes/center-for-teaching-excellence/teaching-and-learning>)
(e.g., course & syllabus design, learning assessment)

Technology

DORI (<http://www.duq.edu/dori>) – Duquesne Online Resources & Information (the
university intranet), your source of campus news and information

Computing & technology services (</about/campus/computers-and-technology>) – links to
all aspects of technology services

Email overview (</about/campus/computers-and-technology/email-calendar-and-mobile>)

<http://www.edtech.duq.edu/>) Educational Technology (</x4935.xml>) – including
classroom media services and online learning support

Blackboard overview (</academics/resources-and-technology/educational-technology/blackboard--duquesne>) – learning management system to support face-to-
face classes and also for distance learning

Information relevant to teaching and learning (not exhaustive)

<http://www.sites.duq.edu/advisement/>) Academic Advisement (</academics/resources-and-technology/advisement>) – Duquesne has professional academic advisors for
undergraduates

<http://www.sites.duq.edu/academic-affairs/pdf/academic-integrity-policy.pdf>) Academic
Integrity Policy (<http://www.duq.edu/Documents/academic-affairs/pdf/academic-integrity-5-1-12.pdf>)

<http://www.sites.duq.edu/power-center/barnes-noble.cfm> ([/about/campus/power-center/barnes-and-noble-bookstore-and-cafe](#)) ([/about/campus/power-center/barnes-and-noble-bookstore-and-cafe](#)) Barnes and Noble Bookstore and Cafe
([/about/campus/power-center/barnes-and-noble-bookstore-and-cafe](#)) (Campus Bookstore)

Core Curriculum ([/academics/degrees-and-programs/core-curriculum](#)) – the general education requirements for undergraduates

([/academics/degrees-and-programs/english-as-a-second-language-\(esl\)/esl-classes](#)) English as a Second Language ([/academics/degrees-and-programs/english-as-a-second-language-\(esl\)](#)) – for students who are non-native speakers and writers of English

Evaluation of Teaching – See [Faculty Handbook](#) ([/about/administration/academic-affairs/policies-and-procedures](#))

FERPA Training ([/academics/university-registrar/ferpa](#)) -- The Family Educational Rights and Privacy Act (FERPA) training is highly recommended for all employees who access, share or exchange student information.

Gender Discrimination and Sexual Misconduct - See [TAP 31](#) ([/about/administration/policies/taps/31-university-policy-on-gender-and-sexual-misconduct](#)) - Completion of an on-line training program is required of all new faculty, staff, and graduate teaching assistants.

- For training information, use your multipass to log into www.duq.edu/dori (<http://www.duq.edu/dori>).
- Click on the **Staff** tab at the top.
- See the DU Training section > Essentials for all DU Employees > Compliance Training.

(<http://www.sites.duq.edu/library/>) Gumberg Library ([/academics/gumberg-library](#)) and Library Resource Guide (<http://guides.library.duq.edu/faculty>)

([/x104073.xml](#)) ([/dori-preview/home/academics/learning-skills](#)) Learning Skills Center ([/life-at-duquesne/student-services/tutoring-and-mentoring](#))

[Academic Community Engagement \(/academics/community-engaged-teaching-and-research\)](#) and [Service-Learning \(/academics/community-engaged-teaching-and-research/community-engaged-learning\)](#) - supports faculty in integrating community engagement into research and teaching

[\(/x104104.xml\)Students with Disabilities \(/life-at-duquesne/student-services/special-services\)](#) – we are committed to helping all Duquesne students learn

[\(/x104861.xml\)Writing Center \(/academics/resources-and-technology/writing-center\)](#) – for students in any discipline at any level

[University Counseling Center \(/life-at-duquesne/student-services/counseling-and-wellbeing-\)](#)

Other Resources

[\(/academics/schools/health-sciences/academic-programs/health-management-systems/hms-facts\)University Fast Facts \(/x12341.xml\)](#) and [\(/about/departments-and-offices/management-and-business/planning-budgeting-and-institutional-research/fact-books\)Fact Book \(/about/departments-and-offices/management-and-business/planning-budgeting-and-institutional-research/fact-books\)](#)

[\(http://www.duq.edu/parking/index.cfm\)Employee Parking \(/about/campus/parking\)](#)

Adjunct Faculty

[\(/about/centers-and-institutes/center-for-teaching-excellence/getting-started-adjunct-faculty>Welcome \(/about/centers-and-institutes/center-for-teaching-excellence/getting-started-adjunct-faculty/adjunct-welcome\)](#)

[Getting Started \(/about/centers-and-institutes/center-for-teaching-excellence/getting-started-adjunct-faculty\)](#)

[Teaching at Duquesne \(/about/centers-and-institutes/center-for-teaching-excellence/teaching-and-learning\)](#)

- [Contact Us \(contact\)](#)
-
- [Work at DU \(work-at-du\)](#)
-
- [Legal \(/about/departments-and-offices/public-affairs/web-communications/legal\)](#)
-
- [Site Map \(site-map\)](#)
-
- [Campus Tour \(http://www.duq.edu/campustour\)](#)

 (<http://www.duq.edu/dori>)

 (<http://www.facebook.com/duquesneuniversityoftheholyspirit>)

 (<http://twitter.com/duqedu>)

 (<http://www.youtube.com/duquesneuniversity>)

 (<http://www.instagram.com/duquesneuniversity>)

- ([about/social-media](#))

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(<http://q.co/maps/emksv>) 412.396.6000

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CASE NO. CASE NAME Duquesne

NO. OF PAGES 1 DATE 4/23/15 REPORTER EOF

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**DUQUESNE
UNIVERSITY**OFFICE OF THE PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS
511 ADMINISTRATION BUILDING600 FORBES AVENUE
PITTSBURGH, PA 15282
TEL +12.396.6054
FAX +12.396.5811

July 1, 2014

Dear Colleague:

Welcome to Duquesne University! I am delighted that you have accepted our invitation to join the Duquesne University community as a new member of our adjunct faculty.

The Center for Teaching Excellence (CTE) has planned an event to let you know more about the University and to support you in your new role on our campus. At this event, CTE staff and guest presenters from other offices will focus on effective strategies for college teaching – from designing a course and developing a syllabus to actively engaging students in learning and grading student work. It is my belief that new and experienced faculty alike will benefit from this opportunity to share prior experiences and encounter refreshing ideas. We will also introduce you to Duquesne's Mission, the resources available in the area of educational technology, Duquesne's teaching evaluation process, and academic policies of various kinds.

ADJUNCT FACULTY ORIENTATION
Thursday, August 14, 2014
Africa Room – 3rd floor, Duquesne Union

4:30 p.m.	Light buffet dinner (soup/grilled chicken salad)
5:00 p.m. – 8:00 p.m.	Orientation to Duquesne

Prior to the orientation itself, personnel from Human Resources will be available to help you complete your employee paperwork from 3:00 to 5:00 p.m. in Room 610 of the Duquesne Union.

If you are unable to attend the orientation, CTE will gladly make the handouts available to you. These handouts cannot, however, replace the learning that comes from interaction with your new colleagues from across the University. Please visit CTE for resources on teaching at Duquesne at www.duq.edu/cte.

Please let us know whether or not you can attend via email at cte@duq.edu or by returning the response form in the enclosed self-addressed envelope. Parking is available in the garage on Forbes Avenue; bring your parking ticket to the event to have it validated. To access a university map, go to www.duq.edu/map.

I very much hope to be able to offer you a more personal word of welcome on August 14!

Yours most sincerely,

A handwritten signature in black ink, appearing to read 'Timothy R. Austin'.

Timothy R. Austin
Provost and Vice President for Academic Affairs

Education for the Mind, Heart and Spirit

JA687

ER4/

THE ADMINISTRATIVE POLICY

TAP NO. 44: RESEARCH PROPOSALS TO GOVERNMENTAL, CORPORATE, FOUNDATION AND PRIVATE SOURCES

Duquesne faculty members are expected to engage in the traditional scholarly pursuit of research. Moreover, all faculty members have a responsibility for the improvement of their own professional development as scholars at the University and are encouraged to seek outside support for their research and program development. Research proposals must be consistent with the goals and objectives of the University.

A. SUBMISSION OF PROPOSALS TO GOVERNMENTAL AGENCIES

Requests for proposals of faculty who are seeking external research grants from federal, state or local government agencies should be directed to the Office of Research. The Office administers and approves all pre- and post-award grant activities, including grant budgets. All proposals must be done in accordance with policies and procedures established by the University and must receive final approval from the Associate Academic Vice President for Research.

1. Protection from Research Risks

Duquesne University adheres to all federal regulations, policies, and guidelines for the conduct of safe, ethical research. Accordingly, the following University-wide Institutional Research Committees must approve and monitor certain research activities conducted by University personnel:

- a. Institutional Review Board for the Protection of Human Subjects (IRB): All research conducted at or sponsored by Duquesne University that involves human subjects must be approved by the IRB before the research begins and, when necessary, reviewed periodically during the course of the project (TAP #41, The Use of Human Subjects in Research).
- b. Institutional Animal Care and Use Committee (IACUC): All research conducted at or sponsored by Duquesne University that involves live vertebrate animals must be approved by the IACUC before the research begins.
- c. Institutional Biosafety Committee: All research conducted at Duquesne University that involves recombinant DNA molecules that are covered by federal regulations must be approved by this committee before the research begins.
- d. Radiation Safety: Research involving radioisotopes and other radioactive substances must be approved in advance by the Radiation

Safety Committee, which also monitors radioactive waste containment and disposal.

2. Required Signatures and Approvals

The Office of Research provides an Internal Transmittal Form on which to collect approval signatures for all proposals. University policy requires that all proposals be approved by the Department Chair or Program Director, the Dean, the Grant Budget Administrator, and the Associate Academic Vice President for Research.

3. Cost Sharing and Matching Funds

If an application requires matching funds or a University cost share, the terms of the agreement must be documented in writing and approved by the Principal Investigator's Department Chair, Dean, Associate Academic Vice President for Research or Provost in advance.

4. Conflict of Interest

Duquesne University TAP #45, Conflict of Interest in Grants and Sponsored Research Projects, sets forth procedures and guidelines to be followed in resolving actual and potential grant applicant's conflicts of financial interests pertaining to grants and sponsored research projects. To comply with this administrative policy, the conflict of interest section on the required internal form must be completed and the form signed by the Principal Investigator for all proposals sent to government agencies.

5. Personnel

All personnel requests must be in compliance with the sponsoring agency, Duquesne University policy, and Internal Revenue Service regulations. Allowable stipends for Principal Investigator or other exempt or non-exempt University personnel may be restricted and subject to certain conditions.

6. Principal Investigator's Responsibilities

Duquesne University is the official recipient of all grants and is, therefore, legally accountable to the sponsor. The Principal Investigator or Project Director is responsible for the proper fiscal management and conduct of the project, and complying with all terms, conditions, legal requirements, and University policies.

continued on page 2

THE ADMINISTRATIVE POLICY

For the employment of Research Associates (postdoctoral fellows) or other salaried personnel funded by research grants, a contractual agreement signed by the respective Dean is required.

In addition, the Principal Investigator must ensure that all project members are familiar with and abide by the intellectual property and publication clauses of the grant. Inventions and copyrightable material produced under sponsored projects must be governed by the specific terms of the award received from the sponsor and must be handled in accordance with University policy.

The Principal Investigator is responsible for the timely submittal of a final project report, if required by the funding source or agency. A copy of the report should be submitted to the Office of Research and the Office of Corporate and Foundation Relations, respectively.

7. Official Notification of Award

Principal Investigators receiving notice of a grant award are required to notify the Office of Research. The Office administers all grant budgets, assists with preparation of required reports and final close-out activities, and implements approved changes in budgets, project period, etc. Notices of acceptance or rejection may be received by the Principal Investigator directly, or the Office of Research, the President or the Provost; therefore, it is critical that Principal Investigators take the initiative to contact the Office of Research when a notice has been received.

8. Opening and Closing a University Account

Upon receiving official notification that funding has been secured, the Office of Research will secure a University account with line item budget categories matching the budget approved by the granting agency. The Office of Research will inform appropriate members of the University community, via an award letter, that an account has been activated and provide the name of the authorized signer(s), usually the Principal Investigator(s), on this account.

9. Budget Monitoring and Revisions

Research Accounting administers, monitors, and approves all changes to budgets or project periods for grants awards. On-line password protected access to grant budgets is available to Principal Investigators via the Banner G/L system. During the period of performance, the Office of Research will provide financial and administrative assistance to the

Principal Investigator and will be responsible for the submission of all financial and administrative reports to all interested parties.

10. Grant Overhead Sharing

a. Overhead on Research Grants in Excess of \$10,000

Thirty-three percent (33%) of the Facilities and Administrative Costs (F&A Costs; "grant overhead") will be returned to the School of the Principal Investigator. All funds will be administered by the Dean of the School or College. The Dean will be responsible for developing a procedure for allocating such funds within the School. All funds must be used in support or development of further research.

Thirty-three percent (33%) of the Facilities and Administrative Costs (F&A Costs; "grant overhead") will be returned to the Provost for discretionary use in support of faculty start-up funding, research and scholarship.

b. Overhead on Research Grants of \$10,000 or Less

All F&A costs will be made fully available to the originating College or School. Funds must be used to support additional research or to supplement the funds awarded to the proposal author.

c. Implementation

The Office of Research administers F&A Costs received and transfers the appropriate share to restricted School accounts quarterly.

B. SUBMISSION OF PROPOSALS TO FOUNDATIONS, CORPORATE OR PRIVATE SOURCES

Requests for proposals to foundations, corporate or private sources should be directed to the Office of Corporate and Foundation Relations for assistance. The Office of Research may also assist faculty in preparing and submitting proposals to these organizations; however, all such requests must be approved in advance by the Office of Corporate and Foundation Relations, which has the responsibility for assuring that all such requests reflect the University's priorities (TAP #35, University Advancement), conform to TAP #45, Conflicts of Interest in Grants and Sponsored Research Projects, Duquesne University personnel policies and Internal Revenue Service regulations.

EXHIBIT NO. ER-42 RECEIVED ☒ REJECTED ☐ REV: 3/2014

06-RC-080933

CASE NO. _____ CASE NAME Duquesne

EXHIBIT NO. ER-46 RECEIVED ☒ REJECTED ☐

OG-RC-080933

CASE NO. _____ CASE NAME Duquesne

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Understanding and Knowledge | Intellectual Inquiry and Communication | Ethical, Moral, and Spiritual Development | Diversity and Global Mindfulness | Leadership and Service



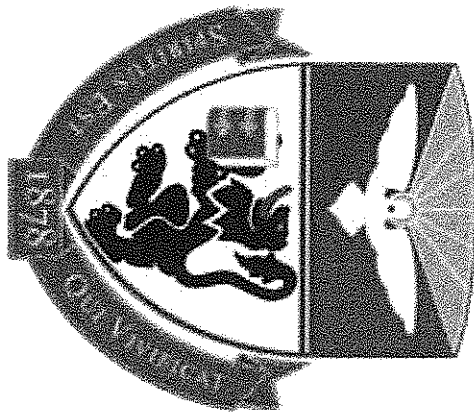
JA691

The *Dimensions* of a DUQUESNE EDUCATION



DUQUESNE
UNIVERSITY

ER46



ABOUT DUQUESNE UNIVERSITY

Founded in 1878, Duquesne is consistently ranked among the nation's top Catholic universities for its award-winning faculty and tradition of academic excellence. The University is nationally ranked by U.S. News and World Report and the Princeton Review for its rich academic programs in 10 schools of study for 10,000-plus graduate and undergraduate students, and by the Washington Monthly for service and contributing to students' social mobility. Duquesne is a member of the U.S. President's Higher Education Community Service Honor Roll with Distinction for its contributions to Pittsburgh and communities around the globe. The U.S. Environmental Protection Agency and the Princeton Review's Guide to Green Colleges acknowledge Duquesne's commitment to sustainability.

For more information on the Dimensions of a Duquesne Education, please contact the Office of Academic Affairs at 412.396.4525.

www.duq.edu



- Academics (academics)
-
- Admissions & Aid (admissions-and-aid)
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- Life at Duquesne (life-at-duquesne)
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- Service (service)
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- Research (research)
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- About (about)

Caption:

Core Curriculum

The University Core Curriculum provides a common educational experience for undergraduate students, which uniquely expresses the Spiritan-Catholic identity of Duquesne University. A collection of courses with emphasis on the liberal arts, the University Core Curriculum is required of all students enrolled in Duquesne's undergraduate degree programs. The identity of Duquesne University is reflected in the "Guiding Vision," the "Student-Centered Purpose" and the "Educational Values" of the University Core Curriculum.

Guiding Vision

Education that informs the mind, engages the heart, and invigorates the spirit is the guiding vision of the University Core Curriculum of Duquesne University, an urban Catholic university in the Spiritan tradition. This vision takes its inspiration from the University's mission, specifically the commitment to excellence in education and concern for moral and spiritual values, especially the Spiritan values of global justice and the kinship of all peoples. The Duquesne general education curriculum prepares students to search for truth, with attention to how faith and reason together contribute to that search, and to exercise wise, creative and responsible leadership in the service of others and in the fashioning of a more just world.

ER47

Student Centered Purpose

In keeping with this Catholic-Spiritan vision, the purpose of the University Core Curriculum is the education of the whole person through a study of the liberal arts that emphasizes the students' intellectual and ethical development. Through acquiring the modes of inquiry particular to the humanities and the social and natural sciences, students expand their self-understanding and their knowledge of the world. The University Core provides students with the opportunity to explore how religious faith and spiritual values enrich human life. By connecting learning in the classroom to community service, students are encouraged to develop as responsible, global citizens.

Educational Values

1. Academic excellence through the pursuit of truth
2. Education in the liberal arts and sciences that recognizes the inherent dignity of every person and the uniqueness of individual creative expression
3. Knowledge of human culture and of the natural world that enriches the individual and enables personal and communal growth in social and environmental responsibility
4. Spiritual and moral development and ecumenical openness that fosters inter-religious understanding
5. Civic engagement in service learning that links academic knowledge of society with real life issues and concerns
6. Intellectual honesty and academic integrity

Core Curriculum Resources

[2008-09 Founding Document \(Documents/core-curriculum/_pdf/core-founding-doc-update-9-2011.pdf\)](#)

[Advising Guide - Fall 2014 \(Documents/core-curriculum/_pdf/Core Advising Guide Dec 2014.pdf\)](#)(Revised)

[Writing-Intensive Course Requirements \(Documents/core-curriculum/_pdf/Writing-Intensive-Requirement.pdf\)](#)

[Writing-Intensive Course Proposal Form \(Documents/core-curriculum/_pdf/Writing Intensive Course Prop Form 4-2014.docx\)](#)

- [Contact Us \(contact\)](#)

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CASE NO. CASE NAME Duquesne

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- [Work at DU \(work-at-du\)](#)
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- [Legal \(about/departments-and-offices/public-affairs/web-communications/legal\)](#)
-
- [Site Map \(site-map\)](#)
-
- [Campus Tour \(http://www.duq.edu/campustour\)](http://www.duq.edu/campustour)

[DORI \(http://www.duq.edu/dori\)](http://www.duq.edu/dori)

 <http://www.facebook.com/duquesneuniversityoftheholyspirit>

 <http://twitter.com/duqedu>

 <http://www.youtube.com/duquesneuniversity>

 <http://www.instagram.com/duquesneuniversity>

- [\(about/social-media\)](#)

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<http://g.co/maps/emksv> 412.396.6000

DUQUESNE UNIVERSITY MISSION STATEMENT

Faculty and Staff Expectations

1. Accept and commit to the values expressed in the mission statement.
2. Work towards understanding the Spiritan values expressed in the mission statement and strive to incorporate them into your daily work.
3. Be respectful of our students; they are why we are here.
4. Be honest and have integrity in your work and university relationships.
5. Foster an atmosphere of openness, appreciating and working to enhance our diversity.
6. Show respect for your colleagues and their work.
7. Recognize and be committed to the importance of service to others.
8. Be respectful of the Catholic tradition on which our university is founded.
9. Be proud of Duquesne.

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DUQUESNE UNIVERSITY MISSION STATEMENT

The Duquesne University Mission Statement

"Duquesne University of the Holy Spirit is a Catholic university, founded by members of the Congregation of the Holy Spirit, the Spiritans, and sustained through a partnership of laity and religious. Duquesne serves God by serving students—through commitment to excellence in liberal and professional education, through profound concern for moral and spiritual values, through the maintenance of an ecumenical atmosphere open to diversity, and through service to the Church, the community, the nation and the world."



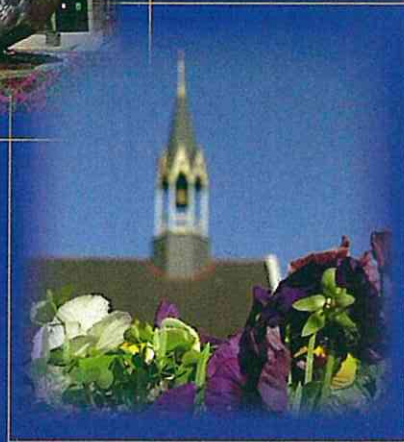
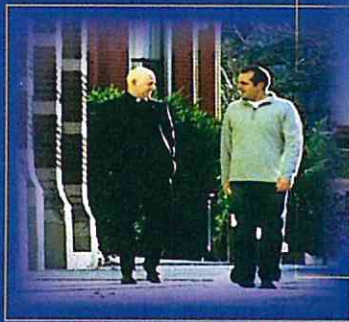
OFFICE OF MISSION & IDENTITY

Spirit

The Spirit Who Gives Life



DUQUESNE
UNIVERSITY



A Catholic University in the Spiritan Tradition

JA698

ER54

*Spiritus est
qui vivificat*

It is the Spirit who gives life

The words of our motto reflect our faith that Duquesne University is directed in its course and sustained in all its efforts by the Spirit of God. We express this dedication to the Holy Spirit in our statement of mission.

"Duquesne University of the Holy Spirit is a Catholic University, founded by members of the Congregation of the Holy Spirit, the Spiritans, and sustained through a partnership of laity and religious. Duquesne serves God by serving students – through commitment to excellence in liberal and professional education, through a profound concern for moral and spiritual values, through the maintenance of an ecumenical atmosphere open to diversity, and through service to the Church, the community, the nation, and the world."

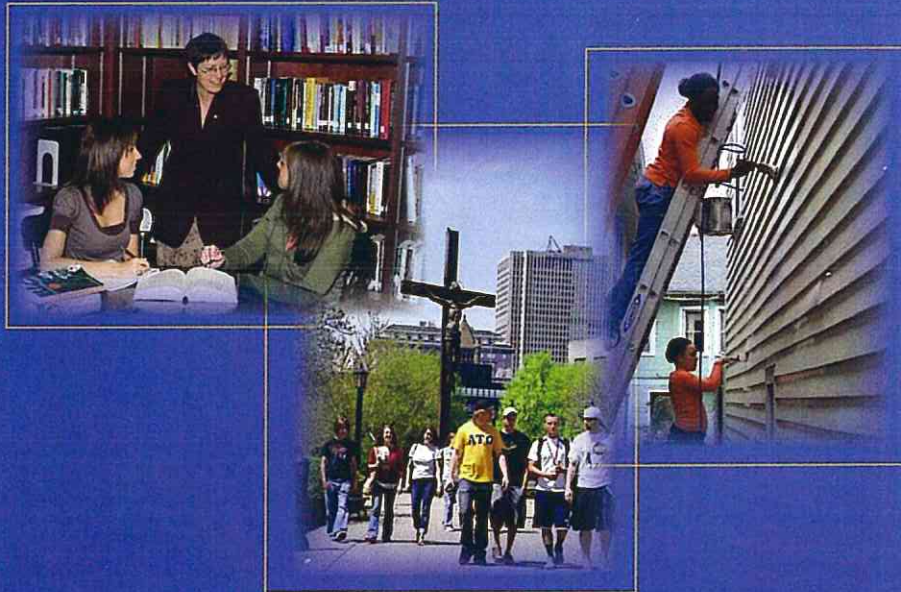


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Message from the president

Message from the President

Duquesne University educates more than 10,000 students from around the world each year in ten schools of study. Recognized as one of the top 10 Catholic universities in the United States, Duquesne offers distinctive baccalaureate, graduate and doctoral programs, excellent faculty, and an outstanding, engaged student body.



However, we are more than buildings or people. We are more than honors and awards. We are a Catholic university in the Spiritan tradition, dedicated to education for the mind, heart and spirit.

At the heart of this mission is serving God through serving students. This legacy was born in 1878 when Catholic priests and brothers of the Congregation of the Holy Spirit—the Spiritans—emigrated from Germany to teach Pittsburgh's poor and orphaned children. These newcomers were joined by other Spiritans from Ireland who brought with them an established reputation for educational excellence.

Today Spiritans continue to serve the University as faculty and administrators; in a spirit of partnership with their lay collaborators, they help keep Duquesne's legacy alive.

While our student population has changed over the years, we have remained true to Duquesne's history and culture. Our mission now embodies five pillars that flow from our Spiritan tradition: Academic Excellence, Moral and Spiritual Values, Ecumenism and Inclusion, Service, and World Concerns. Through their understanding and support of this mission, our students, faculty, administrators, staff and alumni transform our own campus community and are changing the world.

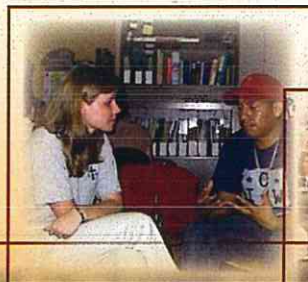
A handwritten signature in black ink, reading "Charles J. Dougherty". The signature is fluid and cursive, with a long horizontal stroke at the end.

Charles J. Dougherty, Ph.D.
President

Academic Excellence

At Duquesne University, we view education not only as an end unto itself, but also as the most basic tool for human liberation. Our history reveals that many of our students were empowered through education to rise above difficult socio-economic circumstances. This tradition continues today as the University offers values-based education that attracts talented students from all backgrounds as well as distinguished faculty and staff, and leads them to the next level of excellence.

- A strong liberal arts foundation is part of every professional program.
- Approximately 75 percent of students receive financial aid.
- Nearly 90 percent of all freshmen return for their sophomore year, far surpassing the national freshman retention rate of 73.5 percent.
- Outstanding teacher-scholars and scientists are hired, rewarded and retained to support the mutual enrichment of faith and reason.



Moral and Spiritual **Moral and Spiritual Values**

Although education is the key to achieving our mission, the dissemination of knowledge is only the beginning. We proclaim our education not only to be one of the mind, but also one of the heart and spirit. Therefore, Duquesne seeks truth and shares knowledge within a moral and spiritual framework.

- The core curriculum—part of every academic program—focuses on values central to liberal education and to the mission of the University. The purpose of the core is threefold: to encourage students to develop intellectual breadth and flexibility; to develop a knowledge base from which further intellectual and professional growth may proceed; and to cultivate the habit of lifelong learning.
- Ethics education is required in our core and incorporated into each program of study. The Beard Center for Leadership and Ethics serves as a resource for present and future professionals.

Ecumenical Atmosphere **An Ecumenical Atmosphere**

Virtually all major religious traditions and cultures are present in some form on the campus of Duquesne University. As a Spiritan Catholic university, Duquesne is called by the Spirit to welcome and partner with people of other faiths. Their presence in our midst is the fulfillment of our Spiritan identity.

- Duquesne is an international community that is home to citizens of more than 90 countries. Students of all faiths are encouraged to pursue moral, ethical and spiritual growth.
- Our Student Life Division supports numerous clubs and activities, such as the International Student Organization, Black Student Union, United Nations Council, and Knights of Columbus, to meet the unique needs and interests of our diverse student body.
- Spiritan Campus Ministry provides students, faculty and staff with many opportunities for spiritual expression including daily liturgies, unique prayer opportunities, and various faith-sharing groups.
- Duquesne welcomes all employees, regardless of their race, color, gender, sexual orientation, age, religion, national origin, marital status, or disability, who are willing and able to support the Catholic mission of Duquesne University.

Spirit of Service **The Spirit of Service**

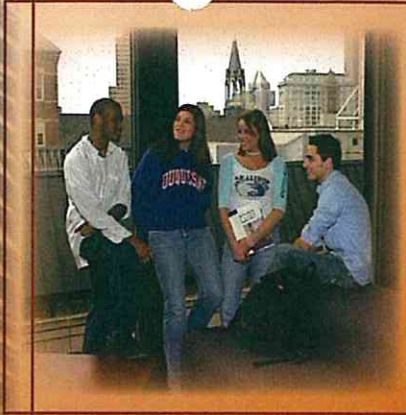
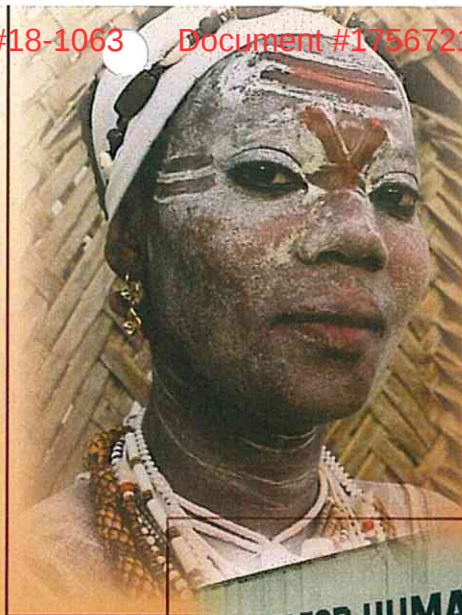
Our history shows that concern for the poor and marginalized was the primary inspiration for the foundation of Duquesne University. The spirit of service manifested in the life and actions of Jesus is incorporated into all our academic programs, and also manifests itself in a variety of extracurricular volunteer activities.

- A service-learning experience is required in our core. Service-learning encourages students to apply classroom theory to real world situations and provides opportunities for faculty to engage in creative teaching and research methodologies.
- Duquesne University Volunteers (DUV) include students, staff and faculty who dedicate tens of thousands of volunteer hours, as well as material and financial support, to hundreds of agencies each year.
- A large percentage of our students are involved in direct service to the poor and disadvantaged.
- Other volunteer opportunities abound in university-wide initiatives, Spiritan Campus Ministry programs, academic internships and practicum experiences, as well as the uncounted service projects of our many student organizations.

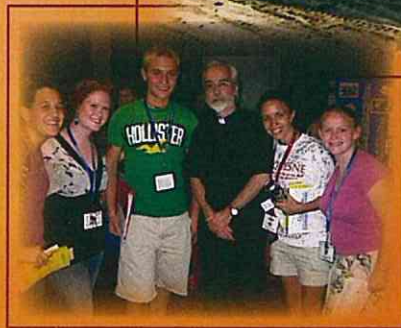
World Concerns **World Concerns**

Just as the priests, brothers and lay associates of the Spiritan Congregation have responded to the needs of humanity through their service in over 60 countries across five continents, members of our Duquesne community strive to maintain awareness of world concerns. Students depart from Duquesne University with an understanding that their destiny is related to that of their community, their nation and the world.

- Our core requires a course in global diversity.
- Duquesne provides numerous study abroad opportunities to allow students to develop a global perspective, prepare for a competitive job market, and acquire an understanding and appreciation of other cultures.
- Many of our volunteer opportunities also lead to service in missions around the globe.



HABITAT FOR HUMANIT



The Mission Continues **The Mission Continues...**

The University's commitment to integrate excellent education with moral and spiritual values, openness to diversity and sensitivity for world concerns, translated into action through service, is evident throughout the University and its 10 schools. The lived mission of Duquesne attests to the fact that we are a Catholic University in the Spiritan tradition.

For more information, contact:
The Office of Mission and Identity
412.396.5286
mission@duq.edu
www.duq.edu/mission



OFFICE OF MISSION AND IDENTITY

mission@duq.edu
www.duq.edu/mission

JA705

CERTIFICATE OF SERVICE

I certify that on October 23, 2018, the foregoing Joint Appendix was electronically filed through this Court's CM/ECF system, which will send a notice of filing to all registered users.

/s/ Stanley J. Brown
Stanley J. Brown